



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

Header 4

List View

General Information [Contact](#) [Default Values](#) [Discount](#) [Document Information](#) [Clarification Request](#)

Procurement Folder: 2029895
 Procurement Type: Central Master Agreement
 Vendor ID: VS0000052471
 Legal Name: Staffing First LLC
 Alias/DBA: Staffing First LLC
 Total Bid: \$784,750.00
 Response Date: 08/26/2026
 Response Time: 9:41
 Responded By User ID: JSauter
 First Name: Josh
 Last Name: Sauter
 Email: jsauter@staffingfirst.net
 Phone: 3524581743

SO Doc Code: CRFQ
 SO Dept: 0613
 SO Doc ID: VNF2700000001
 Published Date: 8/19/26
 Close Date: 8/26/26
 Close Time: 13:30
 Status: Closed
 Solicitation Description: Direct Care Staffing Services
 Total of Header Attachments: 4
 Total of All Attachments: 4



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

State of West Virginia
Solicitation Response

Proc Folder: 2029895
Solicitation Description: Direct Care Staffing Services
Proc Type: Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2026-08-26 13:30	SR 0613 ESR08262600000001394	1

VENDOR
VS0000052471
Staffing First LLC

Solicitation Number: CRFQ 0613 VNF2700000001
Total Bid: 784750
Response Date: 2026-08-26
Response Time: 09:41:36
Comments:

FOR INFORMATION CONTACT THE BUYER
Jessica L Riley
304-558-0246
jessica.l.riley@wv.gov

Vendor
Signature X **FEIN#** **DATE**

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

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Direct Care Staffing Services				784750.00

Comm Code	Manufacturer	Specification	Model #
85101601			

Commodity Line Comments:

Extended Description:

Open-end contract for Direct Care Staffing Services



CRFQ 0613 VNF2700000001

Direct Care Staffing Services

West Virginia Veterans Nursing Facility, Clarksburg, WV

Bid opening: August 26, 2026, 1:30 PM ET

TECHNICAL RESPONSE · SPECIFICATION SECTION 3.6.2

RECRUITING PLAN: CLARKSBURG, WEST VIRGINIA AREA

Direct Care Nursing Staff (RN / LPN / CNA-HSW) · West Virginia Veterans Nursing Facility, Clarksburg, West Virginia · Staffing First LLC · W-2 Employer · No Subcontracted Clinical Labor

Section 3.6.2 requires: “Recruiting plan detailing how vendors plan to recruit nursing staff in the Clarksburg, WV area.”

1. Objective and Staffing Commitment

Staffing First LLC will recruit, credential, employ, and continuously replenish a W-2 workforce of RNs, LPNs, and CNAs (Health Service Workers) sized to meet the Facility’s monthly schedule requests for a 120-bed facility that is today staffed 85-90% by agency personnel. We understand what that number means: agency personnel represent the major share of current staffing, so this plan is designed for recurring monthly demand rather than occasional per-diem support. The organizing idea, shared with our Shift Coverage Plan, is continuity plus control.

Three commitments frame everything below:

- 1. Day-one continuity.** Our first recruiting action is to offer employment to qualified incumbent agency staff already working these units, which the State has confirmed is permissible (Addendum answers A3/A66) and which preserves the completed 30-hour Alzheimer’s/dementia training of caregivers who remain continuously assigned, with only the annual 8-hour recertification thereafter, exactly as A82 contemplates.
- 2. A bench, not a roster.** We recruit to qualified reserve capacity, maintained and continuously replenished against accepted monthly demand, actual attendance experience, planned leave, and turnover, because the Facility’s stated problems (call-offs, no-call/no-shows, and unnotified schedule changes) are solved by reserve capacity and confirmation discipline, not by promises.
- 3. Traceable requirements.** Mandatory requirements in this plan are traced to the solicitation and Addendum; external market context is sourced in Section 8.

Staffing First LLC is a Phoenix-headquartered healthcare staffing firm providing healthcare staffing across multiple states; it separately holds VA Federal Supply Schedule 621 I contract 36F79724D0095 for professional and allied healthcare staffing. All caregivers are our W-2 employees: we pay payroll taxes, carry workers’ compensation, and impose no non-compete agreements.

2. The Clarksburg Labor Market, Honestly Assessed

A credible recruiting plan starts with the numbers.

The national picture is hardest exactly where this contract sits. HRSA's Bureau of Health Workforce projects a **30% national shortage of LPNs by 2038** (supply meeting only 70% of demand) and projects that **nonmetropolitan areas will face an 11% RN shortage versus 2% in metro areas** [1]. PHI's national data show **median annual turnover for nursing assistants in nursing homes near 100%** (2017–2018 measurement), with direct care workers earning a median of just **\$17.36/hour in 2024** [3].

West Virginia is tighter than the nation. Nursing professions statewide carry a **vacancy rate of 19.3%** (WVU Bridge Initiative, 2024) [4], and the shortage is serious enough that the State has published a formal Statewide Strategic Plan to Address the Nursing Shortage through the WV Office of Nursing Education and Workforce Development [5].

Local competition is real and adjacent. The Louis A. Johnson VA Medical Center and WVU Medicine United Hospital Center in Bridgeport hire from the same regional pool, with federal pay and pension in the mix. Adjacent employers intensify wage competition; Staffing First competes through schedule fit, W-2 employment, differentiated shift economics, and recurring work opportunities, recruiting experienced caregivers who want schedule control and W-2 protections without full-time hospital commitment. Compact privilege and qualifying WV CARES portability shorten specific clearance steps, while every remaining Facility gate still applies:

- **Compact licensure.** West Virginia and the surrounding regional jurisdictions participate in the Nurse Licensure Compact (W. Va. Code §30-7F) [6]. An RN or LPN holding a multistate license may practice here under compact privilege without obtaining a separate WV license, subject to all other contract and Facility requirements, and the State has confirmed compact licenses are acceptable on this contract (A78) and that staff need not be local residents (A73/A74).
- **Portable background clearance.** Under W. Va. Code §16B-15-7, a caregiver with a prior clean WV CARES fingerprint check and active Rap Back enrollment does not repeat fingerprinting for a subsequent covered employer [7]. Where that statutory portability applies, an experienced, already-cleared Clarksburg caregiver's repeat processing is materially reduced.
- **Online registry verification** through the applicable WV system [7].

Conclusion: this is a shortage market in which the winning strategies are (a) retaining the people already trained for this building, (b) competing with market-informed, shift-differentiated compensation, and (c) drawing on the multi-state compact pool the State has expressly authorized. Our plan does all three.

3. Recruiting Channels, in Priority Order

3.1 Incumbent workforce transition: day-one continuity

The fastest continuity source for this Facility is the workforce already in it, subject to the same qualification, competency, attendance, and Facility-eligibility standards as every other applicant. Upon award, we will open applications to qualified agency caregivers currently serving these units (the State confirms transition is permitted, A3/A66, with no conversion fee mechanics, A113), honoring any valid contractual obligations they carry and running every applicant through our full credentialing sequence regardless of prior status. A82 confirms that staff who remain continuously assigned keep their completed 30-hour Alzheimer's training on the annual recertification cycle, and where statutory

portability applies, prior WV CARES clearance reduces repeat processing [7], which matters in a facility with a dementia unit and a CNA orientation of 24 classroom plus 60 floor hours. We will preserve existing unit and shift assignments wherever the Facility's monthly schedule permits. Transition outreach begins promptly upon award, subject to candidate consent, existing obligations, and clearance.

3.2 Local training pipelines (verified, current)

Within practical commuting range of the Facility, four institutions graduate nurses and practical nurses on rolling cycles. We recruit graduating cohorts **before** graduation: targeted outreach to each verified program, career-event participation, and offers contingent on licensure:

- **West Virginia Junior College, Bridgeport:** 12-month Practical Nursing diploma, 18-month associate-degree Nursing program, and a 14-month LPN-to-RN bridge [8].
- **Pierpont Community & Technical College, Fairmont:** one-year LPN certificate program, recently awarded \$477,000 under West Virginia's Nursing Workforce Expansion Program to grow enrollment [9].
- **WVU School of Nursing, Bridgeport campus at United Hospital Center:** accelerated BSN program whose first cohort began January 2023; new-graduate RNs produced nearby [10].
- **Fairmont State University College of Nursing, Fairmont:** associate and baccalaureate nursing programs [11].

New graduates are a pipeline, not a shortcut: they are submitted when they satisfy all applicable licensure, competency, documentation, and Facility requirements (the State sets no minimum experience level and provides an extended orientation period where experience is limited, A115), follow the Facility's orientation and competency pathway under Facility clinical supervision, and are recruited toward the 13-week term-assignment track this solicitation permits (36+ hours/week where Facility demand supports the schedule).

3.3 Compact-license regional pool

Because A73/A74 confirm staff need not be local and A78 confirms compact licenses, we actively recruit RNs/LPNs holding multistate licenses across the practical commuting corridor (Morgantown, Fairmont, Elkins, and across the Pennsylvania, Ohio, and Maryland borders, all NLC jurisdictions [6]). These hires anchor our 13-week term-assignment track and our weekend-program tier (Section 4), where term assignments improve commute attractiveness when Facility demand supports the schedule.

3.4 Veteran pathways: the right workforce for a veterans' home

Veteran and military-spouse sourcing is a dedicated recruiting lane that widens the candidate funnel with people drawn to this facility's mission; veteran-centered resident care (dignity, individual routines and preferences, cognitive-impairment competence) is a readiness expectation every hire meets regardless of background. Former military medics and corpsmen hold documented, transferable clinical skills, and federal and academic reviews have mapped accelerated medic/corpsman-to-LPN and CNA bridge pathways [12][13]. We will:

- Register with **WorkForce West Virginia's veteran hiring services:** On-the-Job Training reimbursement and virtual veteran job fairs (workforcevets@wv.gov) [14];
- Source separating medics/corpsmen through installation transition programs and veteran-serving job boards, routing them into the WVJC and Pierpont LPN pipelines above [8][9];

- Actively recruit qualified veterans and military spouses for this contract.

3.5 Digital and community sourcing

Geo-targeted digital and community sourcing across the Clarksburg-Bridgeport-Fairmont-Shinnston-Salem-Weston corridor (major job boards, local community channels, WorkForce WV listings), plus presence at regional job fairs and the LPN career fairs the local colleges themselves host [9]. Every posting states the weekend rotation, 12-hour shifts, and PRN minimums up front. We advertise the job that exists.

3.6 Beacon, Shield, and Sentinel: the workforce systems behind this plan

Three named Staffing First systems carry this plan's mechanics. **Beacon** supports human-led sourcing and targeted outreach across verified professional, digital, and community channels, reaching active candidates, passive candidates, and returners alike, so our recruiters are not waiting for applicants. **Shield** governs personnel-file completeness and assignment eligibility through our documented credential-integrity process: primary-source verification across every required checkpoint, complete before a worker's first shift. **Sentinel** captures attendance, credential status, Facility feedback, and assignment restrictions, recorded with their scope, source, and effective date, that govern continued eligibility for this account. Employment, credentialing, and placement decisions remain human decisions. Required credential, placement, and compliance evidence is maintained and provided to the Facility as required by contract and applicable law.

THE CONTINUITY + CONTROL SYSTEM		
HOW THE CHANNELS IN SECTION 3 BECOME ELIGIBLE CAREGIVERS, AND STAY ELIGIBLE. EVERY BASIS CITATION BELOW IS TO THIS SOLICITATION AND ADDENDUM 1.		
BEACON	SHIELD	SENTINEL
HUMAN-LED SOURCING	ASSIGNMENT ELIGIBILITY: FIVE GATES	POST-PLACEMENT ELIGIBILITY
• Incumbent workforce transition first (A3/A66; A113) • Local training pipelines: WVJC, Pierpont, WVU SON Bridgeport, Fairmont State • Regional NLC compact pool (A78; A73/ A74) • Veteran and military-spouse lane • Employee referral program • Geo-targeted digital and community sourcing	• 1 Job-appropriate credential, primary source (§4.5) • 2 Complete personnel file (§4.5/4.7.3) • 3 Assignment-specific competency, clinically qualified reviewer (extended-orientation pathway available per A115) • 4 Schedule and role fit affirmed in writing (§4.27/4.31.3) • 5 Facility readiness: approval and orientation (§4.10; food-handler credential at candidate submission, A105)	• Facility clinical feedback recorded and applied • Attendance history • Credential currency, 60-day internal lookahead • Do-not-return and assignment restrictions recorded with scope, source, and effective date; enforced exactly as the Facility directs • Continued-eligibility decisions for this account
No individual works a shift until every applicable credential, approval, and orientation requirement is complete.		
The Facility owns: the monthly schedule and clinical assignment · candidate approval and Facility-specific requirements · clinical supervision through the DON, ADON, and unit leadership · clinical feedback, including any do-not-return direction, which Staffing First records and enforces.		

How the lanes execute

Lane	Owner	Geography	Activation	Method	Output
Incumbent transition	Recruiter + Clarksburg Coordinator	Existing Facility workforce	Upon award	Voluntary outreach, eligibility validation	Continuity candidates
Local pipeline	Recruiter	Clarksburg–Bridgeport–Fairmont corridor	Continuous	Program outreach, career events, digital sourcing	Emerging workforce
Regional NLC	Recruiter	Practical regional NLC corridor	As demand requires	Beacon targeted sourcing	Experienced RN/LPN candidates
Veteran pathway	Recruiter	Regional and transition programs	Continuous	WorkForce WV services, transition outreach	Mission-aligned candidates
Referral	Recruiting team	Local/regional	Continuous	W-2 employee network	Referred qualified candidates
Credentialing	Compliance	All candidates	At candidate acceptance	Shield	Assignment-ready file
Performance	Account + Clinical Quality	Facility	Post-placement	Sentinel + Facility feedback	Continued eligibility

3.7 Employee referral program

Referrals from our own W-2 employees are a structured sourcing lane for our West Virginia workforce, aligned with the reliability behaviors this Facility has said it needs.

4. Compensation Strategy: Pay for the Hard-to-Fill Hours

The Facility's mandatory rotation, per Section 4.27 as revised by Addendum 1 and clarified by Answer 94, is a predictable recruiting constraint we screen for at intake: day shift staff work two full weekends per month, each consisting of a Saturday shift and a Sunday shift, plus at least one Friday day shift per month not counted as a weekend shift; night shift staff work two full weekends per month, each consisting of a Friday shift and a Saturday shift, plus one Sunday night shift per month not counted as a weekend shift, on 12-hour shifts. We recruit to the schedule, not just the title:

- **Market-informed, shift-differentiated compensation** calibrated to the hard-to-fill segments of this schedule, necessary in a market with 19.3% statewide nursing vacancy [4] and a \$17.36/hour national direct-care median [3]. In AHCA/NCAL's May 2025 provider survey, 92% of nursing home providers reported increasing compensation as a recruitment or retention strategy [2]; a vendor that under-pays simply relocates the Facility's turnover problem onto its own roster.

- **Dedicated weekend tier.** Employees who commit to the Facility's weekend rotation pattern receive weekend-differentiated compensation, and their availability is positioned accordingly in our monthly submissions to the Facility scheduler, a dedicated weekend recruiting approach. Recruited this way, the mandatory rotation is an offer that attracts candidates who want weekend work rather than a retention risk.
- **Night-differentiated compensation** addressing the Friday+Saturday night rotation directly.
- **13-week term-assignment option (36+ hours/week)** where Facility demand supports the schedule: our stability tier, targeted at compact-license commuters and new graduates.
- **PRN eligibility managed:** we recruit personnel capable of meeting the 3-days-per-30 minimum, monitor utilization against it, and counsel out candidates who cannot sustain it before submittal, not after; actual scheduling remains Facility-controlled.
- **Attendance-based incentives.** Contract-specific incentive pay tied to attendance performance may be applied for this account where warranted and approved, aligning compensation with the reliability behaviors the Facility has identified as priorities.

5. Reliability by Design: Our Answer to Call-Offs, No-Call/No-Shows, and Unnotified Schedule Changes

The State's addendum answers tell bidders precisely what has gone wrong: call-offs, no-call/no-shows, and schedule changes the Facility learns about after the fact. We treat these as engineering problems with named mechanics:

1. **Qualified reserve capacity.** Qualified reserve capacity is maintained and replenished by discipline, dynamically calibrated to accepted monthly demand and actual attendance, leave, and turnover experience; same-shift deployment is restricted to personnel who have completed all applicable Facility approval and orientation requirements, including the CNA 24-classroom/60-floor-hour sequence, because a backup who cannot legally walk on the unit is not a backup.
2. **Written schedule-fit affirmation at intake.** Before submittal, every candidate signs an acknowledgment of the 12-hour shifts, the specific weekend rotation for their shift, holiday rotation, the PRN 3-in-30 minimum, meal-service assistance, short-notice mandatory in-service and meeting availability (A137), the Facility's essential-functions requirements under Section 4.29, and the monthly scheduling process. Candidates who will not sign are not submitted. We screen schedule fit before submission so foreseeable attendance conflicts are addressed before placement, not after.
3. **24-hour monthly roster response.** When the Facility issues its monthly schedule, we return named personnel for Facility requirements within the awarded scope, inside the required 24 hours (real people drawn from the bench, not placeholders) and transparently identify any requirement we cannot yet resolve. No one is deployed until every required approval, credential, and orientation gate is complete.
4. **Confirmed-shift protocol.** Every scheduled shift is covered by risk-based, multi-point confirmation: affirmative electronic confirmation ahead of the shift, live follow-up for any non-response, and at-risk flagging with backup pre-staging for any shift still unconfirmed as the shift approaches: before the shift, not after the NCNS. This is the same protocol stated in our Shift Coverage Plan (Section 3.6.1); the exact cadence and touch timing are governed by internal standard operating procedure.
5. **Always-reachable response line.** A line accessible 24/7 per Section 3.2, answered by a named account coordinator with designated backup escalation. On any call-off we notify the designated

Facility contact promptly and drive to a named replacement or a definitive status as rapidly as the situation permits. The solicitation's two-hour staffing requirement (Section 4.16) is honored where it applies, and A57 confirms it does not extend to same-day call-off and emergency pickups.

6. **NCNS accountability standard.** Any no-call/no-show triggers prompt assignment review and may result in removal from Facility eligibility under Staffing First employment policy. Because our people are W-2 employees, these are enforceable employment standards, not requests to independent contractors.
7. **No silent schedule changes.** Policy: no swap, drop, or substitution is effective until approved through the Facility's authorized communication process, with written documentation to follow. Employees cannot trade shifts through us without Facility sign-off, and the Facility receives a written change record for every affected shift. Our control process is designed so schedule changes are communicated and approved before an unfamiliar worker appears at handoff.
8. **Transparency reporting.** At an agreed governance cadence: aggregate fill performance against requests, aggregate call-off and NCNS metrics, utilization against the PRN minimum, credential currency (with expirations tracked internally on a 60-day early-warning lookahead), and the recruiting pipeline by discipline, so the Facility can see the bench forming rather than take our word for it. Individual personnel matters are disclosed where required for assignment disposition or Facility safety, consistent with privacy obligations.

6. Credentialing and Onboarding Pipeline (Speed With Discipline)

We run credentialing as a scheduled production line, at our cost. Candidate applications and resumes travel with submissions as the contract requires (Section 4.5.3, A55), and no employee is deployed to a shift until their complete file is Facility-approved and every orientation requirement is met:

Step	Mechanism	Target timeline
License/certification verification	Nursys primary-source for RN/LPN (incl. multistate privilege, per A78); OHFLAC nurse aide registry verification (online registry check) [6][7]	Complete before candidate submission
WV CARES background check	Fingerprint + Rap Back via WV CARES portal; prior-clearance portability under W. Va. Code §16B-15-7 applied for incumbent and previously cleared WV caregivers [7]	Target range subject to agency processing; materially faster for previously cleared caregivers
Health & documents	12-panel drug screen, physical, PPD/immunizations incl. Hep B, CPR, all required food-handler credential(s) (complete at candidate submission per A105), references, confidentiality agreement	Processed in parallel; completion depends on candidate responsiveness and third-party processing
Facility file approval	Complete packet to Facility before orientation	On file completion

Step	Mechanism	Target timeline
Facility orientation	Scheduled at offer, not after clearance: CNA 24 classroom + 60 floor hours blocked on the calendar at hire; incumbents' Alzheimer's 30-hour credit honored, 8-hour annual recert tracked (A82)	Per Facility schedule

Orientation completion is treated as a hard gate under the contract's orientation provisions (§4.10.2/4.10.3): no employee is made assignment-eligible, deployed to work, or billed until orientation is complete and documented. Because §4.10.2 makes orientation payable only when the worker then works at least 24 hours within the following 10 days, orientation starts are coordinated with the Facility scheduler so no one is oriented into a month that cannot use them, and the 24-in-10 condition is tracked as an operational exception. We screen out, pre-submittal, anyone previously dismissed for disciplinary or performance reasons by a state facility or office, exactly as Section 4.33 requires. Consistent with Section 4.29, we confirm before submittal that each worker can perform the position's essential functions and Facility-defined duties without restrictions the Facility has stated it does not honor; any legally required accommodation is handled through Staffing First's standard HR process consistent with applicable law.

The assignment quality gate. Licensure is not competency, and a complete file is not a suitable caregiver. Before any clinician becomes eligible for this Facility, five gates close in order, governed by Shield: job-appropriate credential (primary-source license and registry verification); complete personnel file (background, health, and required documents); assignment-specific competency (experience and competency evidence appropriate to the role and assignment, verified beyond self-assessment: documented relevant experience where applicable, together with assignment-specific competency evidence, and a structured competency and orientation pathway, consistent with A115, where experience is limited); schedule and role fit (discipline, shift, weekend, PRN, and assignment expectations affirmed in writing); and Facility readiness (candidate submission, Facility approval, and completed orientation, including its dementia, resident-rights, and facility-routine content). Assignment-specific competency covers, as appropriate to the role: dementia and cognitive-impairment care, resident rights, dignity and person-centered care, abuse and neglect recognition and reporting, infection prevention, transfers, mobility, ADLs and relevant equipment, documentation and handoff, and Facility-specific policies and resident routines. Competency is validated by a clinically qualified reviewer appropriate to the discipline, never by self-assessment alone, and Facility-directed reassignment to materially different duties triggers competency review before acceptance. After placement, a sixth gate governs continuation, tracked in Sentinel: Facility clinical feedback, attendance history, credential status, and any assignment restriction are recorded and determine future eligibility. A Facility-directed do-not-return or assignment restriction is recorded with its scope, source, and effective date, and enforced exactly as the Facility directs.

7. Internal Operating Standards (tracked internally; performance information shared at an agreed governance cadence)

Metric	Operating standard
Incumbent transition offers	Promptly upon award, subject to candidate consent and clearance
Monthly roster naming	Named personnel within 24 hours of schedule receipt; deployment only after all required approval, credential, and orientation gates are complete
Qualified reserve capacity	Maintained and continuously replenished per discipline, dynamically calibrated to accepted demand and actual account experience
Time-to-fill, new requirement	Credentialed candidate files submitted on a managed timeline, tracked internally
Shift fill rate	Managed to sustained high fill performance, tracked internally and shared at the agreed cadence
Call-off response	Designated Facility contact notified promptly; replacement or definitive status driven as rapidly as the situation permits
Shift confirmation	Standard multi-point confirmation cadence on every scheduled shift
No-call/no-show	Driven toward zero; prompt assignment review of any occurrence
Schedule changes	No change effective without Facility approval through the authorized communication process; written documentation maintained
Credential currency	Tracked continuously with an internal 60-day early-warning lookahead; renewal risk addressed before it affects eligibility
Reporting	Workforce reporting at an agreed governance cadence

These are the operating standards Staffing First manages this account to, and performance information against them is available to the Facility at the agreed governance cadence.

8. References

1. HRSA Bureau of Health Workforce, *Nurse Workforce Projections, 2023–2038* (factsheet). <https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/data-research/nursing-projections-factsheet.pdf>
2. AHCA/NCAL, *Long Term Care Workforce Report* (January 2026). <https://www.ahcancal.org/News-and-Communications/Documents/2026-Long-Term-Care-Workforce-Report.pdf>
3. PHI, *Understanding the Direct Care Workforce: Key Facts & FAQ*. <https://www.phinational.org/policy-research/key-facts-faq/>
4. WVU Bridge Initiative for Science & Technology Policy, *Medical Personnel Shortage in West Virginia* (2024). <https://scitechpolicy.wvu.edu/science-and-technology-notes-articles/2024/10/31/medical-personnel-shortage-in-west-virginia>
5. WV Office of Nursing Education and Workforce Development, *Statewide Strategic Plan to Address the Nursing Shortage in West Virginia*. <https://wvnursingeducation.org/statewide-strategic-plan-to-address-the-nursing-shortage/>

6. W. Va. Code §30-7F (Nurse Licensure Compact). <https://code.wvlegislature.gov/30-7F-3/>
7. WV Office of Inspector General, *WV CARES (Clearance for Access: Registry and Employment Screening)*; W. Va. Code §16B-15-7. <https://oig.wv.gov/west-virginia-clearance-access-registry-and-employment-screening-wv-cares>
8. West Virginia Junior College, Bridgeport, program listings (Practical Nursing 12 mo.; Nursing 18 mo.; LPN-to-RN 14 mo.). <https://www.wvjc.edu/bridgeport-programs/>
9. Pierpont Community & Technical College, Licensed Practical Nursing program, Fairmont, WV; and Nursing Workforce Expansion Program grant announcement. <https://www.pierpont.edu/academics/certificates/licensed-practical-nursing/> ; <https://pierpont.edu/news/pierpont-community-and-technical-college-awarded-477000-through-west-virginias-nursing-workforce-expansion-program/>
10. WVU School of Nursing, Bridgeport Campus (ABSN at WVU Medicine United Hospital Center). <https://nursing.wvu.edu/campuses/bridgeport/>
11. Fairmont State University, College of Nursing. <https://www.fairmontstate.edu/nursing/default.aspx>
12. University of Washington Center for Health Workforce Studies, *Pathways for Military Veterans to Enter Healthcare Careers* (2016). https://depts.washington.edu/fammed/chws/wp-content/uploads/sites/5/2016/05/Pathways_for_Military_Veterans_FR_2016_May_Snyder.pdf
13. CAEL, *Developing Military-to-Civilian Accelerated Bridge Programs in Healthcare*. https://www.cael.org/hubfs/National_VABP_report_military_to_civilian_bridge-programs_healthcare.pdf
14. WorkForce West Virginia, *Recruit & Hire Veterans*. <https://workforcwv.org/businesses/specialized-services/recruit-hire-veterans/>



CRFQ 0613 VNF2700000001

Direct Care Staffing Services

West Virginia Veterans Nursing Facility, Clarksburg, WV

Bid opening: August 26, 2026, 1:30 PM ET

EXPERIENCE PROOF · SPECIFICATION SECTION 3.1 · ADDENDUM 1, ANSWER 48

PROOF OF EXPERIENCE: DIRECT CARE STAFFING

Direct Care Staffing Services (RN / LPN / CNA-HSW) · West Virginia Veterans Nursing Facility, Clarksburg, West Virginia · Staffing First LLC

Requirement. Section 3.1 requires evidence that the Vendor has operated a direct-care staffing organization for at least twelve (12) months. Addendum 1, Answer 48 confirms this evidence is mandatory with the initial bid. Answers 52 and 68 confirm that qualifying experience may be from outside West Virginia and from comparable institutional direct-care settings.

Qualifying direct-care staffing experience

Client / Facility	Setting and state	Direct-care categories furnished	Period of performance	Verification contact
Pioneers Medical Center, Meeker	Rural hospital, Colorado	CNA, LPN, RN	March 2019 – April 2025; more than six years	Donna Palmer, Facility Contact, (970) 878-9295, dpalmer1963@icloud.com
Bronson Behavioral Health Hospital, Battle Creek	Inpatient behavioral health hospital, Michigan	Registered Nurses, plus licensed behavioral health professionals	A collaboration of two years as of April 16, 2026, and ongoing	Lisa Green, Director of Human Resources / Facility Point of Contact, 269-841-7801, lisa.green@bronsonbhh.com

Pioneers Medical Center. For more than six years, Staffing First recruited, screened, credentialed, and placed contract nursing staff in three classifications (Certified Nursing Assistants, Licensed Practical Nurses, and Registered Nurses), filling more than thirty positions under a contracted relationship of approximately \$1.32 million, with license verification, background screening, drug testing, vaccine verification, and reference checks completed before any placement began work. The client's signed reference letter is attached.

Bronson Behavioral Health Hospital. Per the client's letter of April 16, 2026, Staffing First has collaborated with this inpatient hospital for the past two years, placing Registered Nurses and licensed behavioral health professionals whose candidates are thoroughly vetted before placement. The client's signed reference letter is attached.

Certification. Staffing First LLC certifies that it has operated a direct-care staffing organization for at least twelve months, that the information above is true and accurate, and that the verification contacts listed may be contacted directly. The clients' signed reference letters corroborating both engagements are attached.

Josh Sauter

Signature

Date: 8/24/2026

Josh Sauter, President, Staffing First LLC · jsauter@staffingfirst.net · 602-288-8912

Corporate identity: Staffing First LLC, 2211 E Highland Ave, Suite 200, Phoenix, AZ 85016. Established August 25, 2008. SAM.gov UEI CMJEPE3ANJN4, CAGE 6PT07, active registration. WV vendor code VS0000052471. 100% W-2 employer, no subcontracted clinical labor. VA Federal Supply Schedule 621 I, Contract 36F79724D0095, is held as a contract vehicle credential only and is not offered as qualifying past performance.

PIONEERS MEDICAL CENTER

100 Pioneers Medical Center Way · Meeker, Colorado 81641 · (970) 878-9269 · pioneershospital.org

To Whom It May Concern:

Pioneers Medical Center is a rural hospital serving Meeker, Colorado, and I am glad to recommend Staffing First on the strength of six years of working together. Our relationship ran from March 2019 through April 2025.

Staffing First recruited and placed nursing staff with us on a contract basis in three classifications — **Certified Nursing Assistants, Licensed Practical Nurses, and Registered Nurses**. Over that period they filled more than thirty positions for our facility, under a contracted relationship worth roughly \$1.32 million.

What they handled went well beyond sending us résumés. They ran the candidate searches and selection, conducted interviews, and completed license verification, background screening, drug testing, vaccine verification and reference checks before anyone set foot in our building. They also stayed available to help us work through human resources and compliance questions that came up while their people were on assignment here.

The staff they sent us were good ones. Most of the professionals they placed earned solid performance reviews and were offered extensions to stay on with us. On the occasions when a placement did not work out, Staffing First found a replacement quickly enough that our coverage was never interrupted.

I would especially point to 2020 and 2021. Recruiting qualified nurses to a small mountain town is difficult in an ordinary year, and during the pandemic it was extremely difficult. Staffing First kept us staffed well enough to remain compliant and to keep caring for our patients through that stretch. That mattered a great deal to this community.

I recommend them without hesitation, and I am glad to be contacted directly if you would like to discuss our experience in more detail.

Sincerely,



Donna Palmer

Facility Contact, Pioneers Medical Center (2019-2025)
100 Pioneers Medical Center Way, Meeker, CO 81641
(970) 878-9295 · dpalmer1963@icloud.com

 BRONSON
Behavioral Health Hospital

5550 Glenn Cross Road · Battle Creek, Michigan 49015 · (269) 443-1521 · bronsonbehavioralhospital.com

04/16/2026

To Whom It May Concern,

I am writing to highly recommend Staffing First as an outstanding healthcare staffing partner. Bronson Behavioral Health Hospital has collaborated with Staffing First for the past two years, and throughout this partnership they have proven to be an indispensable resource — consistently delivering skilled professionals who meet the high standards our patients and community deserve.

Throughout our collaboration, Staffing First has placed a diverse range of qualified healthcare professionals with our organization, including Registered Nurses, LL-MSWs (Limited-Licensed Master's in Social Work), LMSWs (Licensed Master's in Social Work), LPCs (Licensed Professional Counselors), and LL-PCs (Limited-Licensed Professional Counselors). In every instance, the candidates they have provided bring not only the clinical competencies required for their roles, but also a genuine commitment to patient-centered care that aligns seamlessly with our facility's values.

Several qualities set Staffing First apart from other staffing agencies we have worked with:

- **Timely and Transparent Communication:** Staffing First's team remains consistently available and forthcoming — keeping us informed at every stage, proactively resolving any concerns, and ensuring our staffing needs are addressed without disruption.
- **Exceptional Candidate Quality:** The professionals placed by Staffing First are thoroughly vetted, highly experienced, and deeply dedicated to delivering excellent care. Feedback from both our clinical team and the patients they serve has been consistently positive.
- **Tailored Understanding of Our Organization:** Rather than applying a one-size-fits-all approach, Staffing First invests time in understanding the unique demands of our facility and patient population, resulting in placements that integrate smoothly and contribute meaningfully to our operations.
- **Regulatory Compliance and Integrity:** Staffing First upholds the highest standards of compliance with all applicable regulations and conducts their business with transparency and professionalism at every turn.

We give Staffing First our strongest recommendation to any organization in search of a dependable, high-caliber healthcare staffing partner. Their dedication to quality and service has had a meaningful and lasting impact on our ability to maintain continuity of patient care.

Please feel free to reach out should you have any questions or require additional information.

Sincerely,



Lisa Green

Director of Human Resources · Facility Point of Contact
Bronson Behavioral Health Hospital
5550 Glenn Cross Road, Battle Creek, MI 49015
269-841-7801 · lisa.green@bronsonbhh.com

SIGNATURE CERTIFICATE



REFERENCE NUMBER

F0270492-181E-4DAC-90E0-7C483F4C5E5F

TRANSACTION DETAILS

Reference Number
F0270492-181E-4DAC-90E0-7C483F4C5E5F

Transaction Type
Signature Request

Sent At
08/24/2026 07:20:52 PM EDT

Executed At
08/25/2026 12:00:06 AM EDT

Identity Method
email

Distribution Method
email

Signed Checksum
8d05e57ce3ef1450ae5b1f315923a99fa3ed4350108d7a066990b58365a58fe0

Signer Sequencing
Disabled

Document Passcode
Disabled

eIDAS Authentication
Disabled

DOCUMENT DETAILS

Document Name
CRFQ_VNF2700000001_StaffingFirst_A48_Experience_Proof

Filename
CRFQ_VNF2700000001_StaffingFirst_A48_Experience_Proof.pdf

Pages
4 pages

Content Type
application/pdf

File Size
396 KB

Original Checksum
6c2a4e2bbef4c716aaeedde28178b6bb822a636ac3437144adda87f252f4e2e3

SIGNERS

SIGNER	E-SIGNATURE	EVENTS
Name Josh Sauter	Status signed	Viewed At 08/24/2026 11:56:04 PM EDT
Email jsauter@staffingfirst.net	Multi-factor Digital Fingerprint Checksum 4f53cda18c2baa0c0354bb5f9a3ecbe5ed12ab4d8e11ba873c2f11161202b945	Identity Authenticated At 08/25/2026 12:00:06 AM EDT
Components 1	IP Address 71.209.186.120	Signed At 08/25/2026 12:00:06 AM EDT
	Device Chrome via Windows	
	Typed Signature 	
	Signature Reference ID 54960F1A	

AUDITS

TIMESTAMP	AUDIT
08/24/2026 07:20:52 PM EDT	Leah Luckinbill (lluckinbill@staffingfirst.net) created document 'CRFQ_VNF2700000001_StaffingFirst_A48_Experience_Proof.pdf' on Microsoft Edge via Windows from 98.175.211.189.
08/24/2026 07:20:53 PM EDT	josh sauter (jsauter@staffingfirst.net) was emailed a link to sign.
08/24/2026 07:20:54 PM EDT	josh sauter (jsauter@staffingfirst.net) was emailed a reminder.
08/24/2026 07:21:03 PM EDT	Leah Luckinbill (lluckinbill@staffingfirst.net) modified the signer name from 'josh sauter' to 'Josh Sauter'.
08/24/2026 07:21:03 PM EDT	Leah Luckinbill (lluckinbill@staffingfirst.net) modified signer email/name for 'CRFQ_VNF2700000001_StaffingFirst_A48_Experience_Proof.pdf' on Microsoft Edge via Windows from 98.175.211.189.
08/24/2026 11:56:04 PM EDT	Josh Sauter (jsauter@staffingfirst.net) viewed the document on Chrome via Windows from 71.209.186.120.
08/25/2026 12:00:06 AM EDT	Josh Sauter (jsauter@staffingfirst.net) authenticated via email on Chrome via Windows from 71.209.186.120.
08/25/2026 12:00:06 AM EDT	Josh Sauter (jsauter@staffingfirst.net) signed the document on Chrome via Windows from 71.209.186.120.



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

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder: 2029895			Reason for Modification: Addendum No. 1 To Extend Bid Opening To Publish TQ&A
Doc Description: Direct Care Staffing Services			
Proc Type: Central Master Agreement			
Date Issued	Solicitation Closes	Solicitation No	
2026-08-19	2026-08-26 13:30	CRFQ 0613 VNF2700000001	2

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: VS0000052471
Vendor Name : Staffing First LLC
Address : 2211 E Highland Ave
Street : Suite 200
City : Phoenix
State : AZ **Country :** USA **Zip :** 85016
Principal Contact : Josh Sauter, President
Vendor Contact Phone: 602-288-8912 **Extension:**

FOR INFORMATION CONTACT THE BUYER

Jessica L Riley
304-558-0246
jessica.l.riley@wv.gov

Vendor Signature X *Josh Sauter*

FEIN# 80-0270519

DATE 8/24/2026

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

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

(Printed Name and Title) Josh Sauter, President

(Address) 2211 E Highland Ave, Suite 200, Phoenix, AZ 85016

(Phone Number) / (Fax Number) 602-288-8912 / 602-926-8812

(email address) jsauter@staffingfirst.net

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

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

Staffing First LLC
(Company) Josh Sauter

(Signature of Authorized Representative)
Josh Sauter, President 8/24/2026

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

602-288-8912 / 602-926-8812

(Phone Number) (Fax Number)

jsauter@staffingfirst.net
(Email Address)

Exhibit A - Pricing Page
Direct Care Staffing Services

Registered Nurse (RN)

for the time period of:
September 14, 2026 through September 13, 2027

Item No.	Description Of Services	Estimated Hours*	Hourly Rate	Subtotal
1	Weekday Regular Rate	1,950	\$ 57.25	\$ 111,637.50
2	Weekend Regular Rate	750	\$ 59.00	\$ 44,250.00
			Grand Total	\$ 155,887.50

*Estimated number of hours is not guaranteed. There may be multiple awards and estimated hours may be dispersed amongst multiple vendors. See the Specifications for additional information.

- Actual number of hours needed will be sent separately, to lowest bidder first, then next lowest, etc.
- Vendor must complete, sign and return this Pricing Page.
- Pertinent Pricing information:
 - Shift Differential - see Section 2.22 (extra \$1 per hour worked between 3:00 p.m. and 7:00 a.m)
 - Weekend - see Section 2.26 (hours between Saturday at 12:01 a.m. and Sunday at midnight)
 - Work Week - see Section 2.27 (the 7 day period beginning Saturday at 12:01 a.m. and ending the following Friday at midnight)
 - Vendor Accessibility - see Section 3.2 (Vendor shall be accessible 24/7, including weekends and holidays)
 - Multiple Awards - see Section 4.1
 - Staff qualifications - see Section 4 (entire section)
 - Unpaid staff training - see Section 4.10.2 (if staff does not work after training, the time in training will not be paid)
 - Holiday Pay - see Section 4.30 (will be 2 times the regular rate for up to 8 hours)
 - Other Important Dates - see Section 4.32 (will be 1.5 times the regular rate for up to 8 hours)
 - Overtime - see Section 4.34 (paid at 1.5 times the regular rate only after 40 hours worked in a work week)

Vendor Information			
Vendor:	Staffing First LLC	*Printed Name	Josh Sauter
Address:	2211 E Highland Ave, Suite 200 Phoenix, AZ 85016	Title	President
		*Signature	<i>Josh Sauter</i>
Office Phone:	602-288-8912	*I hereby certify I am authorized by the Vendor to sign this document.	
Cell Phone	602-288-8912		
Fax	602-926-8812	Email:	jsauter@staffingfirst.net

Exhibit A - Pricing Page
Direct Care Staffing Services
Licensed Practical Nurse (LPN)

for the time period of:
September 14, 2026 through September 13, 2027

Item No.	Description Of Services	Estimated Hours*	Hourly Rate	Subtotal
1	Weekday Regular Rate	5,500	\$ 44.45	\$ 244,475.00
2	Weekend Regular Rate	2,250	\$ 46.20	\$ 103,950.00
			Grand Total	\$ 348,425.00

*Estimated number of hours is not guaranteed. There may be multiple awards and estimated hours may be dispersed amongst multiple vendors. See the Specifications for additional information.

- Actual number of hours needed will be sent separately, to lowest bidder first, then next lowest, etc.
- Vendor must complete, sign and return this Pricing Page.
- Pertinent Pricing information:
 - Shift Differential - see Section 2.22 (extra \$1 per hour worked between 3:00 p.m. and 7:00 a.m)
 - Weekend - see Section 2.26 (hours between Saturday at 12:01 a.m. and Sunday at midnight)
 - Work Week - see Section 2.27 (the 7 day period beginning Saturday at 12:01 a.m. and ending the following Friday at midnight)
 - Vendor Accessibility - see Section 3.2 (Vendor shall be accessible 24/7, including weekends and holidays)
 - Multiple Awards - see Section 4.1
 - Staff qualifications - see Section 4 (entire section)
 - Unpaid staff training - see Section 4.10.2 (if staff does not work after training, the time in training will not be paid)
 - Holiday Pay - see Section 4.30 (will be 2 times the regular rate for up to 8 hours)
 - Other Important Dates - see Section 4.32 (will be 1.5 times the regular rate for up to 8 hours)
 - Overtime - see Section 4.34 (paid at 1.5 times the regular rate only after 40 hours worked in a work week)

Vendor Information			
Vendor:	Staffing First LLC	*Printed Name	Josh Sauter
Address:	2211 E Highland Ave, Suite 200 Phoenix, AZ 85016	Title	President
		*Signature	<i>Josh Sauter</i>
Office Phone:	602-288-8912	*I hereby certify I am authorized by the Vendor to sign this document.	
Cell Phone	602-288-8912		
Fax	602-926-8812	Email:	jsauter@staffingfirst.net

Exhibit A - Pricing Page
Direct Care Staffing Services
Health Service Worker (HSW)

for the time period of:
September 14, 2026 through September 13, 2027

Item No.	Description Of Services	Estimated Hours*	Hourly Rate	Subtotal
1	Weekday Regular Rate	6,250	\$ 31.55	\$ 197,187.50
2	Weekend Regular Rate	2,500	\$ 33.30	\$ 83,250.00
			Grand Total	\$ 280,437.50

*Estimated number of hours is not guaranteed. There may be multiple awards and estimated hours may be dispersed amongst multiple vendors. See the Specifications for additional information.

- Actual number of hours needed will be sent separately, to lowest bidder first, then next lowest, etc.
- Vendor must complete, sign and return this Pricing Page.
- Pertinent Pricing information:
 - Shift Differential - see Section 2.22 (extra \$1 per hour worked between 3:00 p.m. and 7:00 a.m)
 - Weekend - see Section 2.26 (hours between Saturday at 12:01 a.m. and Sunday at midnight)
 - Work Week - see Section 2.27 (the 7 day period beginning Saturday at 12:01 a.m. and ending the following Friday at midnight)
 - Vendor Accessibility - see Section 3.2 (Vendor shall be accessible 24/7, including weekends and holidays)
 - Multiple Awards - see Section 4.1
 - Staff qualifications - see Section 4 (entire section)
 - Unpaid staff training - see Section 4.10.2 (if staff does not work after training, the time in training will not be paid)
 - Holiday Pay - see Section 4.30 (will be 2 times the regular rate for up to 8 hours)
 - Other Important Dates - see Section 4.32 (will be 1.5 times the regular rate for up to 8 hours)
 - Overtime - see Section 4.34 (paid at 1.5 times the regular rate only after 40 hours worked in a work week)

Vendor Information			
Vendor:	Staffing First LLC	*Printed Name	Josh Sauter
Address:	2211 E Highland Ave, Suite 200 Phoenix, AZ 85016	Title	President
		*Signature	<i>Josh Sauter</i>
Office Phone:	602-288-8912	*I hereby certify I am authorized by the Vendor to sign this document.	
Cell Phone	602-288-8912		
Fax	602-926-8812	Email:	jsauter@staffingfirst.net

REQUEST FOR QUOTATION

CRFQ VNF27*01

DIRECT CARE STAFFING SERVICES

11. MISCELLANEOUS:

- 11.1. Manager:** Vendors must designate and maintain a primary manager responsible for overseeing Vendor's responsibilities under the Agreement. The manager must be available during normal business hours to address any customer service or other issues related to the agreement. Vendor shall supply its Manager contact information upon request.
- 11.2. Emergency Contact:** Vendors must designate and maintain an emergency contact responsible for any staffing issues that may arise outside of normal business hours. The emergency contact number must be answered or responded to within 2 hours on any given day or time, including weekends or holidays. Vendors shall supply its emergency contact information upon request.

Contract Manager: Josh Sauter

Office Manager: Josh Sauter

Cell Number: 602-288-8912

Fax Number: 602-926-8812

Email Address: jsauter@staffingfirst.net

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ VNF27000000C

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)

☒ Addendum No. 1	☐ Addendum No. 6
☐ Addendum No. 2	☐ Addendum No. 7
☐ Addendum No. 3	☐ Addendum No. 8
☐ Addendum No. 4	☐ Addendum No. 9
☐ Addendum No. 5	☐ 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.

Staffing First LLC

Company

Josh Sauter

Authorized Signature

8/24/2026

Date

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

Revised 6/8/2012

SIGNATURE CERTIFICATE



REFERENCE NUMBER
826B332E-D837-495A-9A3A-87315B5233E7

TRANSACTION DETAILS

Reference Number
826B332E-D837-495A-9A3A-87315B5233E7

Transaction Type
Signature Request

Sent At
08/24/2026 12:51:38 PM EDT

Executed At
08/24/2026 01:18:26 PM EDT

Identity Method
email

Distribution Method
email

Signed Checksum
5a5c57dc311091b9ce8f2a971f2f8a0d9c8c73a0605df13b508af318f0c5b34a

Signer Sequencing
Disabled

Document Passcode
Disabled

eIDAS Authentication
Disabled

DOCUMENT DETAILS

Document Name
WV VNF27 BID FORMS FINAL 784750

Filename
WV_VNF27_BID_FORMS_FINAL_784750.pdf

Pages
7 pages

Content Type
application/pdf

File Size
534 KB

Original Checksum
97724ba5c35981a5f15f3f63517afc50392c239f2aedb34bbb667baf70bbdeca

SIGNERS

SIGNER	E-SIGNATURE	EVENTS
--------	-------------	--------

SIGNER	E-SIGNATURE	EVENTS
Name Josh Sauter	Status signed	Viewed At 08/24/2026 01:12:46 PM EDT
Email jsauter@staffingfirst.net	Multi-factor Digital Fingerprint Checksum 4f53cda18c2baa0c0354bb5f9a3ecbe5ed12ab4d8e11ba873c2f11161202b945	Identity Authenticated At 08/24/2026 01:18:25 PM EDT
Components 6	IP Address 98.175.211.189	Signed At 08/24/2026 01:18:25 PM EDT
	Device Chrome via Windows	
	Typed Signature Josh Sauter	
	Signature Reference ID DAE4DD4A	
	Typed Signature Josh Sauter	
	Signature Reference ID 008B0FF1	
	Typed Signature Josh Sauter	
	Signature Reference ID 1570294A	
	Typed Signature Josh Sauter	
	Signature Reference ID 5B425AAA	
	Typed Signature Josh Sauter	
	Signature Reference ID C843BE7C	
	Typed Signature Josh Sauter	
	Signature Reference ID 0C7683FF	

AUDITS

TIMESTAMP	AUDIT
08/24/2026 12:51:38 PM EDT	Leah Luckinbill (lluckinbill@staffingfirst.net) created document 'WV_VNF27_BID_FORMS_FINAL_784750.pdf' on Chrome via Windows from 35.142.97.112.
08/24/2026 12:51:38 PM EDT	Josh Sauter (jsauter@staffingfirst.net) was emailed a link to sign.
08/24/2026 01:12:46 PM EDT	Josh Sauter (jsauter@staffingfirst.net) viewed the document on Chrome via Windows from 98.175.211.189.
08/24/2026 01:18:25 PM EDT	Josh Sauter (jsauter@staffingfirst.net) authenticated via email on Chrome via Windows from 98.175.211.189.
08/24/2026 01:18:26 PM EDT	Josh Sauter (jsauter@staffingfirst.net) signed the document on Chrome via Windows from 98.175.211.189.



CRFQ 0613 VNF2700000001

Direct Care Staffing Services

West Virginia Veterans Nursing Facility, Clarksburg, WV

Bid opening: August 26, 2026, 1:30 PM ET

TECHNICAL RESPONSE · SPECIFICATION SECTION 3.6.1

PLAN FOR COVERAGE OF ALL SHIFTS

Direct Care Staffing Services (RN / LPN / CNA-HSW) · West Virginia Veterans Nursing Facility, Clarksburg, West Virginia · Staffing First LLC

Section 3.6.1 requires: “Plan for coverage of all shifts requested including weekends, holidays, call offs, and vacations.”

Staffing First understands the division of labor this contract establishes: the Facility builds and owns the schedule, communicates its monthly needs to the Vendor, and expects named staff back within 24 hours. The Vendor’s job is supply and reliability: a credentialed, confirmed employee for the requirements we accept, a disciplined replacement process when a person fails, and immediate, honest communication when anything changes. The organizing idea of this plan and its companion Recruiting Plan is continuity plus control: preserve the caregivers who already know these residents, and put a tighter employment, credentialing, schedule-control, and clinical-feedback system around them.

1. Coverage Commitment and Governing Numbers

Peer-reviewed research puts the average weekly nurse-aide call-off rate in U.S. nursing homes at 9.2%, and links elevated absenteeism directly to worse resident outcomes in restraint use, catheter use, pain management, and pressure sores (Castle & Ferguson-Rome, The Gerontologist, 2015). Median annual nursing staff turnover in nursing homes is 94%, with a mean of 128% (Gandhi, Yu & Grabowski, Health Affairs, 2021). The model assumes attendance disruption will occur and maintains layered prevention, reserve, and escalation controls rather than relying on perfect attendance. It rests on three eligibility controls: personnel eligibility (no worker is assignable until credentials, personnel file, competency, Facility approval, and orientation are complete), assignment eligibility (the worker has affirmed the discipline, shift, weekend, and holiday obligations of this Facility), and performance eligibility (Facility feedback, attendance, credential status, and competency follow-up govern who stays eligible; Section 9). The detailed qualification gate appears in our Recruiting Plan (Section 3.6.2).

Internal operating standards for this contract (tracked internally; performance information shared at an agreed governance cadence):

Metric	Operating standard
Qualified reserve capacity	Maintained and continuously replenished, dynamically calibrated after launch to accepted monthly demand and actual account attendance, leave, and turnover experience

Metric	Operating standard
Shift fill rate on Facility-scheduled agency shifts	Managed to sustained high fill performance, measured internally and shared at the agreed cadence
No-call-no-show rate	Driven toward zero through the defense-in-depth protocol in Section 4
Monthly roster naming turnaround	Within 24 hours of the Facility's emailed monthly need, per the solicitation
Facility notification of any confirmed or probable coverage problem	Promptly upon Staffing First learning of it and, when known beforehand, before shift start
Replacement decision on any call-off	For known prospective gaps, a named replacement or definitive status to the RN Supervisor before shift start when practicable; same-day and emergency gaps worked as rapidly as feasible (per A57)
Emergency contact response	Accessible 24/7 including weekends and holidays per Section 3.2, with response inside the required two hours

All personnel are W-2 employees of Staffing First: no subcontracting, no 1099 placements, no pass-throughs. This is operational, not rhetorical: one employer owns payroll, attendance standards, credentialing, HR action, and assignment eligibility for every caregiver on the account, with no subcontracted clinical labor. Reserve capacity is managed as a worked bench, not a paper list: PRN eligibility is monitored against the Facility's scheduling and the three-days-per-30-day requirement, reserve personnel are managed to maintain assignment eligibility, and utilization information is available so reserve capacity is demonstrable rather than asserted.

2. The Monthly Staffing Cycle

The Facility does all scheduling and emails vendors its needs; the Vendor returns named staff within 24 hours. Our cycle is built around that exact mechanic.

- 1. Receipt (Hour 0).** The Facility's monthly needs email is promptly acknowledged in writing by our dedicated Clarksburg Staffing Coordinator, a single named individual (with a named, cross-trained backup) who owns this account and is the standing counterpart to the DON, ADON, and Facility scheduler.
- 2. Naming (Hour 0-24).** Within 24 hours we return, by discipline and shift (7a-7p / 7p-7a), each named employee with the submission information the Facility requires, drawn from personnel moving through or already through the Facility's credentialing and orientation gates under Section 4.5 (WV CARES clearance, drug screen, licensure/registry verification, CPR, physical, immunizations, all required food-handler credential(s); the food-handler credential is complete at candidate submission per A105). The hard rule is absolute: no individual works a shift until every applicable credential, approval, and orientation requirement is complete.
- 3. Confirmation.** After the roster is returned, each named employee electronically acknowledges every assigned shift for the month, including their weekend rotation and any holiday, on a timeline governed by our internal standard operating procedure. The acknowledged roster is the confirmed monthly roster, always subject to Facility-directed scheduling changes. Research shows schedule

stability itself reduces turnover and absenteeism (Harknett, Schneider & Irwin, PNAS, 2021; Choi et al., M&SOM, 2023): confirming the month early is a reliability tool, not an administrative nicety.

4. **No silent changes.** Staffing First policy prohibits unapproved swaps, substitutions, or changes: employees may not arrange swaps directly with anyone, all changes route through our Coordinator, and changes take effect only with Facility approval through the authorized communication process, with written documentation maintained, so the Facility is not left to discover a schedule change by seeing an unexpected face at 6:45 a.m.
5. **Continuity of assignment.** In every naming cycle we request the same employees to the same units and shifts wherever the Facility's schedule permits. Consistent assignment of caregivers, especially for residents with dementia, is an evidence-supported practice associated with better resident outcomes and lower staff turnover (California HealthCare Foundation / Pioneer Network). In a building that is 85-90% agency-staffed today, consistency of agency assignment matters all the more, and we staff accordingly.

3. Weekend and Holiday Coverage Engine

Weekends. The mandatory rotation, per Section 4.27 as revised by Addendum 1 and clarified by Answer 94, is accepted in writing, at hire, before submittal: day shift staff work two full weekends per month, each consisting of a Saturday shift and a Sunday shift, plus at least one Friday day shift per month not counted as a weekend shift; night shift staff work two full weekends per month, each consisting of a Friday shift and a Saturday shift, plus one Sunday night shift per month not counted as a weekend shift, on the Staffing Agency rotation schedule. The remaining schedule-fit requirements, including the make-up-day rule for missed weekends (Section 4.15.5), attendance standards, holiday rotation, and the mandatory-meeting rule (Section 4.14.4), are confirmed in writing with every candidate before submission. Candidates who will not confirm are not submitted. Weekend availability is screened and confirmed at intake, before a candidate is submitted. Operationally:

- Shift-differentiated compensation and recruiting tactics support the mandatory weekend coverage, so weekend shifts are sought rather than avoided.
- Make-up tracking: any missed mandatory weekend day is logged, the make-up requirement is communicated to the Facility scheduler, and fulfillment is supported and tracked when the Facility schedules it, per Section 4.15.5. Open make-up obligations remain on our exception report until closed.

Holidays. Each employee receives the Facility-provided holiday rotation schedule at hire, exactly as Section 4.31.3 provides, and acknowledges it in writing: holiday obligations are confirmed at hire, not introduced late in the schedule cycle. For Other Important Dates, we deliver the vendor rotation schedule the contract requires at least one month ahead (Section 4.32.3). Employees working designated contract holidays are compensated consistent with the contract premium structure, and holiday periods receive enhanced, risk-based confirmation and reserve review on top of the standard cadence. For each holiday period we pre-identify surge-recall volunteers (Section 4, Layer 3) in advance and confirm their availability.

4. Call-Off and No-Show Defense in Depth

This is the Facility's stated pain point and the section we consider the heart of the plan.

LAYER 1	LAYER 2	LAYER 3	LAYER 4
Prevention A written attendance standard is a condition of assignment, enforceable because every caregiver is a W-2 employee.	Confirmation Risk-based, multi-point confirmation ahead of every shift; non-response triggers live follow-up and a pre-staged replacement.	Surge recall Disciplined recall of off-schedule, Facility-oriented staff, eligible for same-shift assignment when available and accepted.	Escalation The Facility is notified promptly upon awareness, before we have a solution; alternates called live; definitive status as early as practicable.

Layer 1: Prevention (accountability with real consequences). A written attendance standard is a condition of assignment, and because our people are W-2 employees it is enforceable. Attendance events are reviewed under Staffing First's employment policies and Facility-eligibility standards; material reliability failures, including any no-call-no-show, result in removal review from the Clarksburg roster and affect future assignment eligibility. Orientation attendance is treated exactly as Section 4.10.3 treats it: call-offs during orientation are inexcusable except in the event of COVID or extreme emergency, managed per the Facility's Addendum guidance (A136): an ill worker is not sent to the Facility, and any permitted make-up day or return at the next orientation is coordinated with the Facility. Reliability is also rewarded: contract-specific, attendance-based incentive pay may be applied for this account where warranted and approved.

Layer 2: Confirmation protocol. Every shift on the confirmed roster is covered by risk-based, multi-point confirmation: affirmative electronic confirmation ahead of the shift, live follow-up from the Coordinator for any non-response, and at-risk flagging with a pre-staged replacement for any shift still unconfirmed as the shift approaches. The exact cadence and touch timing are governed by our internal standard operating procedure and tuned with the Facility. The goal is that a no-show is detected by us before the shift starts, not by the charge nurse after it.

Layer 3: Surge recall. Coverage gaps beyond the bench are met by disciplined recall of off-schedule, Facility-oriented staff, with incentive pay where warranted, coordinated by the on-duty Staffing Coordinator. Every person called is already credential-complete and oriented, so a recall is eligible for same-shift assignment when available and accepted.

Layer 4: Escalation ladder (clock starts when we learn of the gap):

Step	Action
Promptly upon awareness	RN Supervisor and Facility scheduler notified of the gap, before we have a solution, not after. The Facility is not left waiting on us to admit a problem.
Next	Named same-discipline alternates (pre-designated on the confirmed roster) called live
Then	Full Clarksburg bench in discipline canvassed, including off-schedule staff where incentive pay is warranted

Step	Action
As early as practicable	Definitive status to the RN Supervisor: replacement name and ETA, or an honest “unfilled,” so the Facility can exercise its own options with maximum lead time. Same-day and emergency gaps are worked as rapidly as feasible, consistent with A57’s treatment of same-day coverage.

Employees must give call-off notice by live voice to both the RN Supervisor and Staffing First at least two hours before shift start per Section 4.24; a monitored 24/7 line supports timely call-off notice, with substantive response inside the required two-hour window. We also acknowledge the Facility’s reciprocal right to cancel shifts on two hours’ notice; our Coordinator operationalizes the contract’s cancellation process and promptly updates affected employees.

5. Vacation and Planned-Absence Pipeline

Planned absence is a scheduling input, not a coverage failure, if it arrives early. Our internal leave policies are built to capture known planned absences before the monthly naming cycle, so the month is built around the absence rather than broken by it. The monthly naming submission reflects the coverage impact and names the covering employee (no leave types, reasons, or other personnel details, just who covers what), so the Facility never inherits a hole we already knew about. Known planned absences beyond the current month are forwarded as far ahead as we hold them, and any later change is managed through the same controlled exception process used for all schedule changes.

6. Surge and Emergency Staffing

- **Winter weather.** Clarksburg winters bring severe weather; in January 2026, West Virginia declared a State of Preparedness for all 55 counties ahead of a winter storm. At a National Weather Service winter storm watch, our weather protocol activates: early reconfirmation of all rostered staff, reserve activation, and reasonable travel-contingency coordination where appropriate, so risk is identified before the storm rather than discovered the morning of. This continuity approach complements the Facility’s emergency-preparedness obligations under 42 CFR 483.73.
- **Outbreak/census surge.** The bench in Section 1 is the first response; the recall of off-schedule, Facility-oriented volunteers, with incentive pay where warranted, is the second; accelerated regional recruiting through the compact-state pipeline below is the third. Surge personnel remain subject to every health, exposure and work-restriction, PPE, Facility infection-prevention, credential, and competency gate: no surge bypasses the qualification system or Facility readiness.
- **16-hour extension.** Candidates are informed at assignment-fit screening that shifts may be extended to 16 hours in accordance with Facility requirements. When an extension occurs, Staffing First supports the Facility’s need and simultaneously sources scheduled relief; workers raise any safety or fatigue concern through the Facility’s clinical chain, and extended duty is treated as an exception-management tool, not a staffing model.
- **Regional compact pull.** West Virginia and the surrounding regional jurisdictions participate in the Nurse Licensure Compact. A multistate-licensed RN or LPN from the region can practice in West Virginia under compact privilege without obtaining a separate WV license: the licensure step is eliminated, while WV CARES processing, personnel-file completion, Facility approval, and

orientation gates continue to apply. Clearance portability under W. Va. Code 16B-15-7 and online Nurse Aide Registry verification materially shorten those remaining steps for previously cleared caregivers.

7. 24/7 Contract Accessibility and Required Response

Communication response and same-day replacement staffing are distinct obligations: this section addresses being reachable and responding within the contract's required window; replacement timing for same-day and emergency gaps is governed by Section 4 and A57.

One phone number, accessible every hour of every day, consistent with Section 3.2's 24/7 accessibility requirement. After business hours the line rolls to the on-duty Coordinator, then to the Emergency Contact, then to the company's executive escalation contact, so no message waits on a single person. The named Emergency Contact (Section 9) carries authority to activate approved coverage actions, incentives, and reserve outreach within delegated limits, without further approval, and every substantive response lands inside the required two hours. We also note the Facility has stated it does not typically contact agencies outside normal business hours for same-day openings; this accessibility exists for the Facility's convenience and the contract requirement, not as a workload assumption.

8. Reporting and Accountability

Governance runs on two channels. Exceptions travel in real time: coverage risks, call-offs, no-call-no-shows, and schedule changes are communicated as they occur, per Section 4; the Facility never waits for a report to learn about a problem. Governance travels at an agreed cadence: performance information is available to the Facility covering, in aggregate, accepted requests versus coverage, attendance exceptions, schedule-change exceptions, replacement outcomes, personnel-file and credential completeness, upcoming credential risks, utilization against the PRN minimum, material Facility feedback and any resulting assignment restrictions, and the status of any corrective actions.

Self-imposed corrective discipline. We act before the Facility has to invoke a remedy: material reliability events receive documented review under Staffing First policy, with the assignment disposition and any safety-relevant corrective action communicated to the Facility consistent with privacy obligations and applicable law. Current roster and credential information is maintained continuously and available to the DON on request, with credential expirations tracked on a 60-day lookahead as an internal control.

9. Named Accountability

Function	Owner
Contract Manager (business hours)	Designated in writing at award; single accountable owner of this account
Dedicated Clarksburg Staffing Coordinator	Named individual with cross-trained backup, designated in writing at award
Credentialing, Compliance & Clinical Quality	Designated in writing at award; owns assignment eligibility, personnel-file completeness, competency validation, and the Facility-feedback loop below

Function	Owner
Emergency Contact, 24/7 incl. weekends/holidays, response within 2 hours	Designated in writing at award; contact information supplied to the Facility upon request per Section 11.2
Executive escalation	President of Staffing First LLC

Facility feedback and assignment eligibility. When the Facility's clinical leadership tells us a worker should not return, or raises any concern about a worker's performance, conduct, or fit, that feedback is documented, reviewed, and applied: the concern is investigated, and the Facility receives the assignment disposition and any safety-relevant corrective action, consistent with privacy and employment law. The restriction is recorded with its scope, source, and effective date, and enforced exactly as the Facility directs, unit-level, facility-wide, or otherwise, in every future assignment decision. Facility feedback, attendance history, credential status, and competency follow-up together determine who remains eligible for this account.

Every function has a named owner and a cross-trained backup, so single-point-of-failure risk is engineered down rather than assumed away; any backup performing clinical competency validation is likewise clinically qualified for the discipline.

Operating boundary. So there is never ambiguity about who owns what: Staffing First owns W-2 employment, pay, HR policy, and attendance management; credential verification, personnel-file completeness, competency validation, and assignment fit; availability confirmation and the fulfillment response; coverage-risk identification, alternate sourcing, and communication; and attendance, qualification, and future assignment eligibility. The Facility owns the monthly schedule and clinical assignment; candidate approval and Facility-specific requirements; clinical supervision of resident care through the DON, ADON, and unit leadership; final staffing and assignment decisions on exceptions; and clinical feedback, including any do-not-return or assignment restriction, which we record and enforce. Assignment-specific clinical competency is validated by a clinically qualified reviewer appropriate to the discipline, using evidence beyond self-assessment; Facility-directed reassignment to materially different duties is honored within the worker's license, demonstrated competency, and Facility-approved duties, with materially new duties triggering competency review.

External evidence cited in this plan

1. Castle NG, Ferguson-Rome JC, "Influence of Nurse Aide Absenteeism on Nursing Home Quality," The Gerontologist (2015). <https://pubmed.ncbi.nlm.nih.gov/24398653/>
2. Gandhi A, Yu H, Grabowski DC, "High Nursing Staff Turnover in Nursing Homes Offers Important Quality Information," Health Affairs (2021). <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2020.00957>
3. Harknett K, Schneider D, Irwin V, "Improving health and economic security by reducing work-schedule uncertainty," PNAS (2021). <https://www.pnas.org/doi/10.1073/pnas.2107828118>
4. "'I Quit': Schedule Volatility as a Driver of Voluntary Employee Turnover," Manufacturing & Service Operations Management (2023). <https://pubsonline.informs.org/doi/10.1287/msom.2023.1205>
5. California HealthCare Foundation / Pioneer Network, "Consistent Assignment: A Key Step to Individualized Care." <https://www.chcf.org/wp-content/uploads/2017/12/PDF-FF21ConsistentAssignment.pdf>
6. 42 CFR 483.73, Emergency Preparedness (LTC facilities). <https://www.ecfr.gov/current/title-42/chapter-IV/subchapter-G/part-483/subpart-B/section-483.73>
7. WV Office of the Governor, State of Preparedness declaration, all 55 counties, January 2026. <https://governor.wv.gov/article/governor-morrissey-declares-state-preparedness-all-55-counties-ahead-winter-storm>