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## Header 5

 List View

## General Information

Contact

Default Values

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Document Information

Clarification Request

Procurement Folder: 2029895

Procurement Type: Central Master Agreement

Vendor ID: VS0000053424 

Legal Name: Phoenix Business, Inc.

Alias/DBA: Phoenix Business Consulting

Total Bid: \$1,026,750.00

Response Date: 08/26/2026 

Response Time: 12:32

Responded By User ID: HSarangi 

First Name: Hanif

Last Name: Sarangi

Email: rfpteam@phoenixteam.com

Phone: 3107799132

SO Doc Code: CRFQ

SO Dept: 0613

SO Doc ID: VNF2700000001

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Solicitation Description: Direct Care Staffing Services

Total of Header Attachments: 5

Total of All Attachments: 5



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

State of West Virginia  
Solicitation Response

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

| Solicitation Closes | Solicitation Response        | Version |
|---------------------|------------------------------|---------|
| 2026-08-26 13:30    | SR 0613 ESR08262600000001424 | 1       |

**VENDOR**  
VS0000053424  
Phoenix Business, Inc.

**Solicitation Number:** CRFQ 0613 VNF2700000001  
**Total Bid:** 1026750  
**Response Date:** 2026-08-26  
**Response Time:** 12:32:01  
**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 |     |            |            | 1026750.00                  |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 85101601  |              |               |         |

**Commodity Line Comments:**

**Extended Description:**

Open-end contract for Direct Care Staffing Services



# PHOENIX BUSINESS CONSULTING

**RESPONSE TO SOL # CRFQ 0613  
VNF2700000001**

**WV Veterans Nursing Facility – West Virginia Division  
of Veterans Affairs**

**Direct Care Staffing Services**

**Complete Volume**

**DUE Date: Aug 26th, 2026**

**DUE Time: 1:30 pm EST**

**PHOENIX BUSINESS CONSULTING  
6021 Midnight Pass Rd, Unit 3  
Sarasota, FL 34242  
Tel: (310) 779-9132**

[www.phoenixteam.com](http://www.phoenixteam.com)





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## TRANSMITTAL LETTER

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**Attn:** Jessica L Riley, Buyer  
2019 Washington Street,  
East Charleston, WV 25305

**Re: SOL No. CRFQ 0613 VN F2700000001 for Direct Care Staffing Services**

Dear Ms. Riley,

Phoenix Business, Inc., DBA Phoenix Business Consulting (“Phoenix”) is pleased to present its response to the State of West Virginia’s Centralized Request for Quote (CRFQ) 0613 – VNF2700000001 for **Direct Care Staffing Services** for the WV Veterans Nursing Facility. Phoenix is ideally suited to provide the Direct Care Staffing Services requested by the State and is committed to delivering qualified, reliable, and responsive staffing support.

Phoenix understands that the State requires staffing services across **all three disciplines: Registered Nurses (RNs), Licensed Practical Nurses (LPNs), and Health Service Workers (HSWs)**. We are prepared to support the WV Veterans Nursing Facility with qualified personnel who meet the applicable licensing, certification, screening, and eligibility requirements.

Phoenix brings a strong combination of staffing expertise, qualified resources, and responsive workforce management capabilities to this engagement. Our approach emphasizes thorough candidate screening, verification of qualifications and credentials, timely placement, and ongoing communication to ensure that staffing needs are addressed effectively. We understand the importance of maintaining continuity of care and providing dependable personnel in a long-term care environment.

We also understand the State’s requirement for **24-hour-a-day, seven-day-a-week accessibility, including weekends and holidays**, to respond to staffing issues, emergency requests, and complaints. Phoenix is committed to maintaining responsive communication and escalation procedures to support the facility whenever staffing needs arise.



Phoenix will comply with applicable Federal and West Virginia laws, regulations, and requirements governing the provision of Direct Care staff in long-term care facilities. We will also ensure that required licenses, permits, certifications, and WVCARES eligibility requirements are satisfied before personnel are placed at the facility, as required by the solicitation.

We appreciate the opportunity to submit our response to the State of West Virginia and look forward to the opportunity to support the **WV Veterans Nursing Facility** with dependable, qualified Direct Care Staffing Services.

The Signing Authority for any contracts is Hanif Sarangi, President and your contact for this RFP will be our Proposal Manager, Derik Simovart. His contact information is as follows: POC: Derik Simovart, Proposal / Contracts Manager / Phoenix Corporate Headquarters: 6021 Midnight Pass Road, Unit 3, Sarasota, FL 34242 / Tel: 941-545-7928 / Email: [rfpteam@phoenixteam.com](mailto:rfpteam@phoenixteam.com)

Phoenix is committed to providing responsive staffing support and working collaboratively with the State to meet its Direct Care Staffing needs. Please contact us if you have any questions or require additional information. We sincerely appreciate the opportunity to partner with the State of West Virginia and look forward to a successful engagement.

Respectfully,

Hanif Sarangi,  
President, Phoenix Business Consulting  
[rfpteam@phoenixteam.com](mailto:rfpteam@phoenixteam.com)



## 1 MINIMUM QUALIFICATIONS

*3. VENDOR QUALIFICATIONS: VENDOR(s) must have the following minimum qualifications. Copies of licenses and/or certifications must be submitted to the Director of Nursing prior to Vendor's staff being placed in the facility for work.*

*3.1 Vendor shall have at least twelve (12) months' experience in operating a Direct Care Staffing organization. Proof of this experience should be furnished with each bid but must be provided prior to award.*

Phoenix Business Consulting understands that the WV Veterans Nursing Facility requires vendors to demonstrate the minimum qualifications necessary to provide dependable and compliant Direct Care Staffing Services. Phoenix is committed to meeting the qualification requirements outlined in this solicitation and maintaining the standards necessary to provide qualified RN, LPN, and HSW personnel.

The following sections describe Phoenix's ability to comply with each required vendor qualification. Phoenix will also ensure that copies of all applicable licenses and certifications for assigned staff are submitted to the Director of Nursing prior to any staff member being placed in the Facility for work, in accordance with the solicitation requirements.

### 1.1 STAFFING EXPERIENCE

Phoenix Business Consulting complies with this requirement. Phoenix has extensive experience providing **staffing and workforce services**, including candidate sourcing, screening, qualification, credential verification, placement, and ongoing workforce support. Phoenix has been providing staffing and consulting services since **1998**, and we have 5+ years of experience operating a Direct Care Staffing organization. Phoenix will furnish supporting documentation demonstrating its applicable experience upon down selection / contract negotiation and provide any additional documentation required prior to contract award.

Phoenix will submit copies of all applicable licenses and certifications for each RN, LPN, and HSW to the Director of Nursing prior to the staff member being placed at the Facility for work. Phoenix will ensure that all submitted credentials are current and valid and will provide updated documentation as required.

#### 1.1.1 TYPES OF CLIENTS SERVED

Phoenix Business Consulting serves a diverse range of **public- and private-sector organizations**, including state and local government agencies, federal organizations, counties, municipalities, educational institutions,



transportation agencies, utilities, and commercial organizations. Our extensive public-sector experience provides Phoenix with a strong understanding of the operational, compliance, security, and service requirements associated with supporting government organizations.

Phoenix brings extensive experience in **staffing, workforce support, recruitment, candidate screening, qualification, credential verification, placement, and ongoing resource management**. Our established recruiting infrastructure enables us to develop qualified candidate pipelines, respond to staffing requirements, and provide resources that align with client-specific qualifications, schedules, and operational needs.

Phoenix's staffing approach emphasizes **quality, responsiveness, compliance, and continuity**. We leverage our internal candidate database, professional networks, referrals, targeted recruitment, and other sourcing channels to identify qualified personnel. Candidates are thoroughly screened and evaluated before placement, with applicable credentials, qualifications, references, and other requirements verified as appropriate. Our experience supporting public-sector organizations has also strengthened our ability to work within structured procurement and compliance environments, follow client-specific policies and procedures, maintain clear documentation, and provide responsive account management throughout an engagement.

For the **WV Veterans Nursing Facility**, Phoenix will apply these established capabilities to support the recruitment and placement of qualified **RNs, LPNs, and HSWs**, with a particular focus on developing a dependable staffing pipeline for **Clarksburg, West Virginia, and surrounding communities**.

A representative sample of Phoenix's public-sector client experience is provided below.

Table 1: Sample Public Sector Client Portfolio

| Entity   | Clients                                                                                                                                                                                    |                                                                                                                                                                                                         |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Counties | <ul style="list-style-type: none"><li>Bernalillo County</li><li>Brevard County</li><li>Clark County</li><li>Collier County</li><li>County of San Luis Obispo</li><li>Dunn County</li></ul> | <ul style="list-style-type: none"><li>Hancock County Port &amp; Harbor</li><li>Marin County</li><li>Monroe County</li><li>Multnomah County</li><li>Santa Clara County</li><li>Sedgwick County</li></ul> |

| Entity                         | Clients                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | <ul style="list-style-type: none"> <li>Durham County</li> <li>Erie County</li> <li>Fort Bend County</li> <li>Gwinnett County</li> <li>Howard County</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Snohomish County PUD (SnoPUD)</li> <li>Tarrant County</li> <li>Travis County</li> <li>Washoe County</li> <li>Williamsburg County</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Transportation Agencies</b> | <ul style="list-style-type: none"> <li>AMTRAK</li> <li>Delaware River Port Authority (DRPA)</li> <li>Hawaii Department of Transportation</li> <li>Kenya Airport Authority</li> <li>Los Angeles World Airports</li> <li>Metropolitan Transit Authority of Harris County (Houston METRO)</li> <li>OmniTrans</li> </ul>                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>North Jersey Transportation Planning Authority</li> <li>Pennsylvania Turnpike Commission</li> <li>San Diego Metropolitan Transportation System</li> <li>Santa Clara Valley Transportation Agency</li> <li>San Diego Unified Port District</li> </ul>                                                                                                                                                                                                                                                                                        |
| <b>Utilities</b>               | <ul style="list-style-type: none"> <li>City Of Toledo Department of Utilities</li> <li>Birmingham Water Works</li> <li>Basin Electric Power Cooperative</li> <li>California Department of Water Resources</li> <li>Department of Public Utilities (Toledo)</li> <li>Gainesville Regional Utility</li> <li>Hawaii Electric (HECO)</li> <li>Inland Empire Utilities Agency</li> <li>Imperial Irrigation District</li> <li>Lansing Board of Water &amp; Light</li> <li>Lincoln Electric System (LES)</li> <li>Loudoun Water</li> </ul> | <ul style="list-style-type: none"> <li>City Of Tacoma Department of Utilities</li> <li>City of Rochester Department of Utilities</li> <li>Louisville and Jefferson County Metropolitan Sewer District (MSD)</li> <li>Marin Municipal Water District</li> <li>Massapequa Water District</li> <li>Metropolitan District Council</li> <li>National Grid</li> <li>Pedernales Electric Cooperative, Inc.</li> <li>Portland Energy Conservation, Inc.</li> <li>Public Service Electric &amp; Gas Company (PSE&amp;G)</li> <li>South Florida Water Management District (SFWMD)</li> </ul> |

| Entity                               | Clients                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cities</b>                        | <ul style="list-style-type: none"> <li>City of Cape Coral</li> <li>City of Charlottesville</li> <li>City of Houston</li> <li>City of Panama City</li> <li>City of Phoenix</li> <li>City of Portland</li> <li>City of Palo Alto</li> </ul>                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>City of San Antonio</li> <li>City of Barrie</li> <li>City of San Diego</li> <li>City of Sheboygan Police Department</li> <li>City of Tacoma</li> <li>City of Toledo</li> <li>City of Rochester</li> </ul>                                                                                                                                                                                    |
| <b>Federal, State and Non-Profit</b> | <ul style="list-style-type: none"> <li>Alaska Permanent Fund Corporation</li> <li>California State Teachers' Retirement System (CalSTRS)</li> <li>California Controller's Office</li> <li>California Department of Technology</li> <li>California Department of Industrial Relations</li> <li>Department of Interior</li> <li>Direct Relief International</li> <li>Inter-America Development Bank</li> <li>Judicial Council Of California</li> <li>Navy Project/Army Project</li> </ul> | <ul style="list-style-type: none"> <li>New York State Housing Finance Agency</li> <li>State of Arkansas</li> <li>State of California</li> <li>State of California Controller's Office</li> <li>State of Florida</li> <li>State of Florida Tax Dept.</li> <li>State of Illinois</li> <li>State of South Carolina</li> <li>State of Mississippi</li> <li>Texas Department of Agriculture</li> <li>US Federal Prison System</li> </ul> |
| <b>K-12 / Community Colleges</b>     | <ul style="list-style-type: none"> <li>Houston Independent School District (HISD)</li> <li>Los Angeles Community College School District</li> <li>Los Angeles Unified School District (LAUSD)</li> <li>Miami-Dade County Public Schools (MDCPS)</li> <li>Seattle Public Schools</li> </ul>                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Orange County Public Schools (OCPS)</li> <li>Pennsylvania State System of Higher Education</li> <li>Vaughn Next Century Learning Center</li> <li>St. Louis Public Schools</li> <li>Distinctive Schools</li> </ul>                                                                                                                                                                            |
| <b>Universities</b>                  | <ul style="list-style-type: none"> <li>Alabama Institute for Deaf and Blind (AIDB)</li> <li>Aspen University</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>University of Arkansas for Medical Sciences</li> <li>Texas State University</li> </ul>                                                                                                                                                                                                                                                                                                       |

| Entity | Clients                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <ul style="list-style-type: none"> <li>American University of Cairo (Egypt)</li> <li>Boston University</li> <li>Escal Institute of Advanced Technologies</li> <li>Massachusetts Institute of Technology (MIT)</li> <li>MIT Lincoln Labs</li> <li>Purdue University</li> </ul> | <ul style="list-style-type: none"> <li>Technion University (Israel)</li> <li>University of Kentucky</li> <li>University of Mississippi</li> <li>University of Nebraska</li> <li>University of Tennessee</li> <li>University of Toronto</li> <li>Westcliff University</li> </ul> |

Phoenix’s long-standing track record of successful service delivery, combined with our experience in managing large-scale workforce needs, ensures that we are fully qualified to meet and exceed the requirements of this RFP.

### 1.1.2 OUR STRATEGIC ALLIANCES

Over the years, Phoenix has developed professional relationships with numerous organizations in our industry. The wide breadth of our partner portfolio allows Phoenix to offer our clients’ best-in-class solutions to meet nearly any unique requirement.

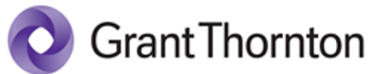
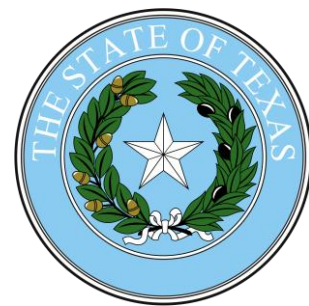


Figure 1: Phoenix Partners

Phoenix has consulting partnership agreements in place with Grant Thornton, Hitachi Consulting, Periscope Holdings and Lenovo.

Phoenix also has Master Services Agreements in place with the State of California, State of Florida, State of Texas and TIPS. Our customers, such as Orange County Public Schools, Brevard County, Texas Department of Transportation, State of California, Williamsburg County, and others have utilized these pre-negotiated state and national contracts to avoid having to embark on lengthy RFP solicitations to engage Phoenix on projects.





Phoenix has extensive Public Sector experience and a well-earned reputation for delivering on time and within budget. For more than 28 years, Phoenix has provided SAP implementation, system assessment, and support services to over 350+ Public Sector agencies.

*3.2 Vendor shall conduct business during normal working hours and be accessible twenty-four (24) hours a day, seven (7) days a week, including Holidays and Weekends to respond to staffing issues, emergency requests and/or complaints.*

## **1.2 24/7 STAFFING SUPPORT AND ACCESSIBILITY**

Phoenix Business Consulting complies with this requirement. Phoenix maintains a 24/7/365 staffing support model, ensuring that our team is accessible during normal business hours as well as evenings, weekends, holidays, and other non-business hours. Our dedicated staffing and account management resources will be available to promptly address staffing issues, urgent and emergency staffing requests, schedule changes, call-offs, and complaints.

Phoenix will maintain established communication and escalation procedures to ensure that requests are received, acknowledged, and addressed in a timely manner. Our team will coordinate closely with the WV Veterans Nursing Facility to identify qualified replacement personnel, address unexpected staffing gaps, and provide continuous support throughout the engagement. This approach is designed to minimize service disruptions and ensure the Facility has dependable staffing support whenever needs arise.

*3.3 Vendor must have knowledge of and comply with **Federal and West Virginia laws, regulations, and rules** applicable to providing Direct Care staff in Long-Term Care Facilities.*



### 1.3 COMPLIANCE WITH FEDERAL AND WEST VIRGINIA REGULATIONS

---

Phoenix Business Consulting complies with this requirement. Phoenix understands the importance of complying with all applicable **Federal and West Virginia laws, regulations, and rules** governing the provision of Direct Care staff in Long-Term Care Facilities. Our staffing and compliance processes are designed to ensure that personnel provided under the contract meet applicable regulatory, licensing, credentialing, screening, and employment requirements.

Phoenix will monitor applicable requirements and work closely with the WV Veterans Nursing Facility to ensure that all assigned personnel satisfy the required qualifications and compliance standards before placement. We will also maintain appropriate documentation and support any compliance reviews or verification requested by the State throughout the contract.

### 1.4 REQUIRED LICENSES, PERMITS & CERTIFICATIONS

---

*3.4 Vendor must possess all **licenses, permits, and certifications** required to perform the contract before the start date of service.*

Phoenix Business Consulting complies with this requirement. Phoenix will obtain and maintain all **licenses, permits, and certifications** required to perform the Direct Care Staffing Services prior to the start date of service.

Phoenix will ensure that all required documentation remains current throughout the contract and will provide copies of applicable licenses, permits, and certifications to the WV Veterans Nursing Facility as required. Phoenix will also ensure that all personnel assigned to the Facility meet the applicable licensing and certification requirements before being placed on assignment.

### 1.5 WVCARES REGISTRATION AND ELIGIBILITY REQUIREMENTS

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*3.5 All vendors must be registered with WVCARES (WV Clearance for Access: Registry & Employment Screening) through the WVDHHR to complete eligibility requirements.*

Phoenix Business Consulting complies with this requirement. Phoenix will complete and maintain the required registration with **WVCARES (WV Clearance for Access: Registry & Employment Screening)** through the **West Virginia Department of Health and Human Resources (WVDHHR)** to satisfy the applicable eligibility



requirements. Phoenix will ensure that all required screening and clearance requirements are completed for personnel assigned under the contract prior to placement at the WV Veterans Nursing Facility.

## 1.6 SHIFT COVERAGE PLAN

*3.6 Vendors must provide the following documented plans with their bid response.*

*3.6.1 Plan for coverage of all shifts requested including weekends, holidays, call offs, and vacations.*

Phoenix Business Consulting will provide a comprehensive and proactive staffing coverage plan designed to ensure reliable coverage across **all requested shifts, including weekends, holidays, call-offs, vacations, and on-call requirements**. Our approach combines structured workforce scheduling, real-time availability management, and responsive call-out processes to minimize staffing gaps and maintain continuity of care.

Phoenix can develop and maintain flexible schedule models, including **multi-week schedules, recurring rotations, weekend rotations, 8-week rotations, 4-days-on/3-days-off schedules, and 24-hour shifts**. These scheduling models can be assigned to personnel as base schedules while allowing authorized staff to make date-specific adjustments as staffing needs change.

**Weekend and Holiday Coverage:** Phoenix will proactively plan weekend and holiday coverage using established schedule patterns and holiday calendars. Scheduling rules can incorporate applicable work schedules, overtime requirements, and premium calculations to ensure appropriate personnel are available for each shift.

**Call-Off Coverage:** Phoenix will maintain processes for managing both planned and unexpected employee unavailability. When a call-off occurs, available personnel can be notified of open shifts through **mobile applications, text messages, or email**, enabling qualified staff to accept available assignments. Configurable rules can support efficient identification and assignment of replacement personnel.

**Vacation Coverage:** Phoenix will coordinate planned leave through leave tracking, approval workflows, and schedule visibility. Approved vacation and other leave will be reflected in staffing schedules, allowing the team to identify potential coverage gaps in advance and arrange qualified replacement personnel while maintaining required staffing levels.



**On-Call and Emergency Coverage:** Phoenix will support on-call staffing through dedicated scheduling models and call-out processes for open or urgent shifts. Our team will maintain an active pool of qualified personnel who can be contacted when immediate coverage is required.

Through this structured approach, Phoenix will provide the WV Veterans Nursing Facility with **continuous visibility into staffing coverage, proactive management of anticipated absences, and rapid response to unexpected staffing needs**. Our goal is to minimize uncovered shifts, maintain appropriate staffing levels, and ensure dependable Direct Care Services for the Facility.

## 1.7 LOCAL NURSING STAFF RECRUITING PLAN

### 3.6.2 Recruiting plan detailing how vendors plan to recruit nursing staff in the Clarksburg, WV area.

Phoenix Business, Inc. DBA Phoenix Business Consulting (“Phoenix”) understands that the **State of West Virginia, WV Veterans Nursing Facility** requires a dependable staffing partner capable of providing qualified **Registered Nurses (RNs), Licensed Practical Nurses (LPNs), and Health Service Workers (HSWs)** to support ongoing Direct Care Staffing requirements.

Phoenix understands that successful Direct Care Staffing is more than simply identifying available personnel. The Facility requires a staffing provider that can understand position-specific requirements, identify appropriately qualified professionals, conduct thorough screening and credential verification, provide timely candidate submissions, support onboarding and placement, maintain communication throughout each assignment, and respond quickly to call-offs, emergencies, and replacement requirements.

Our staffing methodology is designed around five core principles:

- **Qualified Resources:** Identify and present qualified RNs, LPNs, and HSWs whose experience, credentials, availability, and qualifications align with the Facility’s specific staffing requirements.
- **Responsive Service:** Respond promptly to staffing requests and maintain **24/7/365 accessibility**, including weekends and holidays, to address staffing needs, emergency requests, call-offs, and complaints.
- **Quality and Compliance:** Apply structured recruitment, screening, credential verification, reference checking, and qualification procedures while supporting applicable Federal and West Virginia requirements, licensing, certification, and WVCARES eligibility requirements.



- **Continuity:** Proactively manage staffing assignments, maintain qualified candidate pipelines, and respond quickly to call-offs, vacations, emergencies, and replacement requirements to minimize disruptions to Facility operations.
- **Accountability:** Provide dedicated staffing and account management support to maintain clear communication, coordinate staffing activities, monitor assignments, address concerns, and serve as a primary point of contact for the WV Veterans Nursing Facility.

Through this approach, Phoenix will work collaboratively with the WV Veterans Nursing Facility to provide **reliable, qualified, and responsive Direct Care Staffing Services** while maintaining the quality, compliance, and continuity expected throughout the contract.

#### **1.7.1 STAFFING REQUIREMENT INTAKE AND ANALYSIS**

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Upon receipt of a staffing request from the **WV Veterans Nursing Facility**, Phoenix will review the staffing requirement and confirm the Facility's needs, including **staffing discipline (RN, LPN, or HSW), required qualifications, professional experience, licensure and certifications, shift requirements, availability, assignment duration, start date, work location, and any additional facility-specific requirements.**

Phoenix's Account Manager will work closely with the Facility to clarify requirements when necessary and will communicate the confirmed staffing requirements to the appropriate recruiting and staffing resources. This ensures that Phoenix's sourcing activities are targeted to the Facility's actual needs and that candidates are evaluated against the specific requirements of each staffing request.

#### **1.7.2 TARGETED RECRUITMENT AND CANDIDATE SOURCING**

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Phoenix will use a **multi-channel recruitment strategy** to identify qualified Direct Care professionals. Our recruiting resources will leverage established candidate networks, professional healthcare networks, our proprietary candidate database, referrals, targeted outreach, recruitment technologies, job advertising channels, and other appropriate sourcing resources.

For positions with specialized requirements or limited local candidate availability, Phoenix will expand its search across **Clarksburg and surrounding West Virginia communities**, as well as additional regional markets when



necessary. This flexible approach will enable Phoenix to respond effectively to routine staffing needs as well as difficult-to-fill positions, while prioritizing candidates who can reliably support the Facility.

Phoenix will continuously develop and maintain qualified talent pipelines for **RNs, LPNs, and HSWs** so that recruiting resources are prepared to respond promptly when new staffing requirements are received. This proactive approach will help Phoenix address anticipated staffing needs, unexpected vacancies, call-offs, and replacement requirements while supporting continuity of care at the WV Veterans Nursing Facility.

### **1.7.3 CANDIDATE SCREENING AND QUALIFICATION**

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Upon receiving a staffing request from the **WV Veterans Nursing Facility**, Phoenix will begin by reviewing its internal candidate database to identify high-caliber, qualified, and experienced **RNs, LPNs, and HSWs** whose qualifications align with the specific staffing requirement. Candidates identified through this initial search will proceed through Phoenix's recruiter screening process.

If a suitable candidate is not identified in the internal database, Phoenix will leverage its established **professional healthcare networks, referral sources, and candidate relationships** to identify additional qualified personnel. Candidates identified through these sources will enter the same structured screening and qualification process.

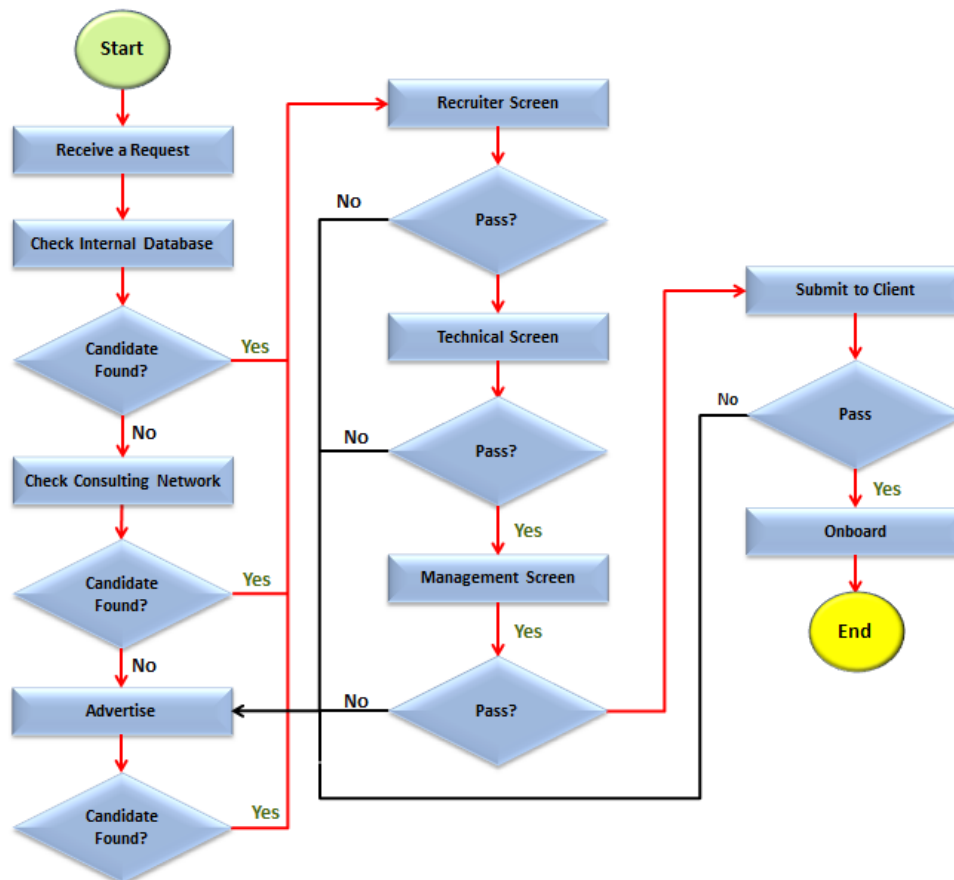
If a qualified candidate is still not identified, Phoenix will initiate **targeted external recruitment and advertising**, with initial recruiting efforts focused on **Clarksburg, WV, and surrounding communities**. When necessary, Phoenix will expand the search to additional geographic markets to address difficult-to-fill staffing requirements.

Once a prospective candidate is identified, Phoenix will conduct a **Recruiter Screen** to evaluate availability, work history, qualifications, assignment requirements, and overall suitability. Candidates who successfully pass the initial screening will proceed to a **Credential and Qualification Review**, where Phoenix will verify applicable licensure, certifications, experience, references, availability, shift requirements, and other contract or Facility requirements.

Candidates who successfully complete the qualification review will undergo a **Management/Quality Review** to confirm overall suitability and alignment with the Facility's requirements. Only candidates who successfully pass each stage will be submitted to the **WV Veterans Nursing Facility** for consideration.

Following Facility approval, Phoenix will coordinate **onboarding and required compliance activities**, including applicable credential documentation and eligibility requirements, before the candidate begins the assignment.

This structured process shown below provides Phoenix with a consistent and quality-focused approach to identifying, screening, and placing qualified Direct Care personnel while supporting continuity of staffing for the WV Veterans Nursing Facility.



**Figure 2: Phoenix Staffing Approach**

Phoenix's recruitment process is highly selective and designed to ensure that only qualified and reliable **RNs, LPNs, and HSWs** are presented to the WV Veterans Nursing Facility. Once a potential candidate is identified



through Phoenix's internal database, professional networks, referrals, or targeted recruitment, the candidate proceeds through a structured, multi-stage screening and qualification process.

## Interview Process

Once a suitable candidate has been identified, Phoenix conducts a comprehensive **three-stage screening process** to evaluate the candidate's qualifications, experience, credentials, availability, and overall suitability for the requested assignment.

**The first interview** is conducted by the Recruiting Manager to verify administrative requirements, including availability, work history, assignment preferences, compensation expectations, and interest in the position. During this stage, candidate references and supporting documentation are also collected.

**The second interview** is conducted by an experienced Recruiter or healthcare Subject Matter Expert (SME) to evaluate the candidate's professional qualifications, relevant healthcare experience, applicable **RN/LPN licensure or HSW qualifications, certifications**, and alignment with the Facility's requirements. Candidates may be asked situational and behavioral questions to assess their communication, problem-solving, professionalism, reliability, and ability to work effectively in a long-term care environment.

**The third interview** is conducted by the Account Manager or Project Manager to address any remaining questions, confirm the candidate's understanding of the assignment, verify availability and scheduling expectations, and ensure alignment with the WV Veterans Nursing Facility's service requirements. This final review provides an additional quality-control checkpoint before the candidate is submitted to the Facility. Following the interview process, Phoenix reviews the evaluation results to determine whether the candidate is ready for submission. Candidates who successfully complete the screening process proceed to **reference verification, credential verification, background screening, WVCARES eligibility requirements, and other applicable pre-placement checks**, as required.

Phoenix will evaluate each candidate's **resume, employment history, relevant experience, qualifications, licensure, certifications, availability, shift requirements, references, and alignment with the requested staffing position**. Additional professional or competency-based screening may be conducted when appropriate to validate the candidate's suitability for the assignment.



Only candidates who successfully meet Phoenix’s established screening and qualification standards will be advanced for consideration by the **WV Veterans Nursing Facility**. This selective approach helps reduce unnecessary candidate submissions, supports regulatory and contractual compliance, and enables the Facility to focus its evaluation on candidates who are qualified, available, and prepared to meet its Direct Care Staffing requirements.

#### **1.7.4 PHOENIX’S STRATEGY FOR QUALITY CONTROL AND SKILLS ASSESSMENT**

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Phoenix’s quality control strategy is designed to ensure that the **WV Veterans Nursing Facility** receives qualified, reliable, and professional Direct Care personnel who possess the appropriate experience, credentials, and professional competencies required to perform their assigned duties. Phoenix applies a structured process of **candidate screening, qualification, credential verification, reference checking, and ongoing staffing monitoring** to ensure that each resource meets the Facility’s specific requirements and service expectations.

Phoenix’s strategy for Quality Control is as follows:

- **Experienced Staffing Team:** Staff each recruitment assignment with experienced recruiters and staffing professionals who understand the requirements for **RNs, LPNs, and HSWs**, including applicable qualifications, licensure, certifications, experience, and availability.
- **Thorough Candidate Qualification:** Conduct structured screening and interviews to verify that candidates possess the required experience, qualifications, professional credentials, and suitability for the requested assignment before submission to the Facility.
- **Credential and Compliance Verification:** Verify applicable licenses, certifications, references, background screening, and other required documentation. Phoenix will also support applicable **WVCARES eligibility and screening requirements** before personnel are placed at the Facility.
- **Targeted Recruitment:** Develop recruitment strategies based on the Facility’s staffing requirements, shift needs, candidate availability, and local market conditions, with an emphasis on recruiting qualified personnel in **Clarksburg and surrounding areas**.
- **Continuous Communication:** Maintain regular communication with the WV Veterans Nursing Facility throughout the staffing lifecycle to provide timely updates, identify potential staffing challenges, and implement appropriate solutions.

- **Quality Candidate Submissions:** Present only candidates who have successfully completed Phoenix’s screening and qualification process and meet the Facility’s specified requirements for **skills, experience, licensure, certifications, availability, and other applicable qualifications**.
- **Ongoing Staffing Monitoring:** Continuously monitor assignments, candidate availability, staffing requirements, and potential coverage gaps to support continuity of service and facilitate timely replacement when required.

Through these quality-control measures, Phoenix will maintain a **consistent, transparent, and quality-focused staffing process** designed to provide the WV Veterans Nursing Facility with qualified Direct Care personnel while minimizing staffing disruptions and supporting reliable continuity of care.

#### 1.7.5 PROFESSIONAL QUALIFICATIONS

Phoenix verifies each candidate’s **education, professional experience, licenses, certifications, role-specific qualifications, and relevant Direct Care experience** to ensure alignment with the WV Veterans Nursing Facility’s staffing requirements. Candidates are evaluated based on their level of experience, scope of responsibilities, demonstrated competencies, reliability, and ability to successfully perform the duties associated with the requested **RN, LPN, or HSW** assignment.

**Table 2: Phoenix Candidate Evaluation Matrix**

| Code | Level        | Experience & Role Alignment                                                                                                                                                                                     |
|------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A    | Entry-Level  | Candidates with foundational healthcare knowledge, applicable education, required credentials, and the qualifications necessary to perform assigned Direct Care responsibilities under appropriate supervision. |
| B    | Intermediate | Direct Care professionals with relevant experience who can independently perform routine responsibilities and provide reliable support in accordance with Facility requirements and established procedures.     |
| C    | Senior       | Experienced RNs, LPNs, or HSWs with demonstrated experience handling complex Direct Care responsibilities, working independently, and responding effectively to changing resident and staffing needs.           |

|          |                                    |                                                                                                                                                                                                                                    |
|----------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>D</b> | <b>Lead / Supervisor</b>           | Experienced healthcare professionals capable of providing team leadership, mentoring, coordination, and operational support while maintaining appropriate standards of care, professionalism, and compliance.                      |
| <b>E</b> | <b>Subject Matter Expert (SME)</b> | Highly experienced healthcare professionals with advanced knowledge and demonstrated expertise who can provide specialized guidance, support complex staffing requirements, and contribute to quality and operational improvement. |

### 1.7.6 PROFESSIONAL COMPETENCIES

Phoenix evaluates each candidate's ability to perform effectively within a **professional, collaborative, and resident-focused long-term care environment**. Assessment criteria include professional knowledge, problem-solving ability, communication, reliability, adaptability, teamwork, professionalism, ethical conduct, responsiveness, and commitment to providing high-quality Direct Care services.

Candidates are also evaluated on their ability to **follow Facility policies and procedures, maintain confidentiality, communicate effectively with residents and Facility personnel, work collaboratively with care teams, and perform their assigned responsibilities safely and professionally**.

**Table 3 : Phoenix Professional Competency Evaluation Matrix**

| Code  | Level                     | Description                                                                                                                                                                                                                                     |
|-------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ***** | <b>Highly Qualified</b>   | Demonstrates exceptional professional competence, relevant experience, communication, reliability, adaptability, and the ability to perform assigned responsibilities independently while contributing effectively to the Facility's care team. |
| **    | <b>Qualified</b>          | Demonstrates the required professional competencies, experience, qualifications, and ability to perform assigned responsibilities successfully with normal Facility guidance and support.                                                       |
| *     | <b>Development Needed</b> | Additional experience, training, mentoring, or qualification is recommended before the candidate is presented to the WV Veterans Nursing Facility.                                                                                              |

**Only candidates who successfully meet Phoenix's professional qualification and competency standards will be presented to the WV Veterans Nursing Facility for consideration.**



## 2 MANDATORY CONTRACT ITEMS AND DELIVERABLES

*4.1 This will be a multiple award contract. Contracts will be awarded to (2) Two Vendors. The Agency will request quotes from each Vendor as needed. The Agency shall then award the contract/purchase order to the lowest responsible bidders. The Agency shall reject any bid that fails to comply with the requirements contained in the agreement and request for bids.*

### 2.1 MULTIPLE AWARD CONTRACT AND QUOTE-BASED SELECTION

Phoenix Business Consulting acknowledges and understands that this solicitation will result in a **multiple award contract with two (2) vendors**. Phoenix understands that the Agency may request quotes from each awarded vendor as staffing needs arise and that individual contracts or purchase orders will be awarded to the **lowest responsible bidder** in accordance with the solicitation requirements.

Phoenix is committed to complying with all requirements, terms, conditions, and deliverables established in the solicitation and resulting agreement. We understand that failure to comply with the stated requirements may result in rejection of a bid. Phoenix will maintain the staffing resources, recruitment capabilities, responsiveness, and operational processes necessary to provide competitive quotes and qualified **RN, LPN, and HSW** personnel when requested by the Agency.

### 2.2 REQUIRED STAFFING DISCIPLINES

*4.2 Vendors must bid on (all) (3) three disciplines including RN, LPN and HSW.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will submit a bid covering **all three (3) required staffing disciplines: Registered Nurse (RN), Licensed Practical Nurse (LPN), and Health Service Worker (HSW)**.

Phoenix will maintain qualified candidate pipelines and recruitment resources to support staffing requirements across all three disciplines and will provide personnel who meet the applicable qualifications, licensing, certification, screening, and other requirements established by the State and WV Veterans Nursing

## 2.3 FLEXIBLE NURSING STAFF COVERAGE AND SCHEDULING

*4.3 Vendors shall provide Nursing Staff as requested by the Facility to be compatible with the needs of the Facility. These needs may be hourly, daily, weekly, monthly, or annual needs, and shall include weekends and holidays. ("PRN"). Assignments may also be for specified periods of time as agreed upon in writing by the Facility and the vendor. The requests for bids are further described in Section 5 below.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will provide qualified **RN, LPN, and HSW personnel** based on the staffing needs and schedules requested by the WV Veterans Nursing Facility.

Phoenix understands that staffing requirements may be **hourly, daily, weekly, monthly, or annual**, and may include **weekends, holidays, and PRN (as-needed) assignments**. Phoenix will also support assignments for specified periods of time when mutually agreed upon in writing by the Facility and Phoenix.

Our staffing and recruiting teams will maintain qualified candidate pipelines and flexible scheduling capabilities to respond to both planned and short-notice staffing requirements. Upon receipt of a staffing request, Phoenix will review the required discipline, qualifications, shift, schedule, assignment duration, and other applicable requirements and will identify qualified personnel who are available to meet the Facility's needs.

Phoenix will also maintain processes for responding to **call-offs, emergency staffing requests, vacations, weekends, holidays, and replacement requirements** to help minimize staffing gaps and maintain continuity of care. Our dedicated account management and recruiting resources will coordinate closely with the Facility throughout each assignment to ensure staffing needs are addressed promptly and effectively.

## 2.4 QUALIFIED STAFF AND REGULATORY COMPLIANCE

*4.4 Vendors must provide qualified healthcare professionals to accommodate the Facility's needs and must comply with all Facility policies and procedures, Federal and State statutory and regulatory requirements, and standards for applicable accreditation and licensure bodies.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will provide **qualified RNs, LPNs, and HSWs** who meet the applicable qualifications, experience, licensing, certification, screening, and credentialing requirements established for the assignment.



Phoenix will ensure that personnel assigned to the WV Veterans Nursing Facility comply with all applicable **Facility policies and procedures, Federal and West Virginia statutory and regulatory requirements, and applicable accreditation and licensure standards**. Our structured screening and qualification process includes verification of relevant credentials, professional qualifications, experience, references, and other required documentation before placement.

Phoenix will also maintain ongoing communication with the Facility to address compliance requirements, changes in staffing needs, and any concerns that may arise during an assignment. Through these measures, Phoenix will support the Facility in maintaining a qualified, compliant, and dependable healthcare workforce.

## **2.5 STAFF DOCUMENTATION AND PRE-PLACEMENT REQUIREMENTS**

*4.5 Vendors shall provide the Facility with information on each Agency Staff member prior to placement in the Facility and according to the state and federal standards. Any deviation from this requirement must be agreed to in writing by the Vendor and the Facility. These items will be provided at Vendor's cost and include, but are not limited to:*

- 4.5.1 Background check through WV Cares*
- 4.5.2 Twelve-panel drug screening*
- 4.5.3 Completed application or resume as proof of experience, with references.*
- 4.5.4 CPR Certification*
- 4.5.5 Confidentiality agreement*
- 4.5.6 WV Food Handlers Card*
- 4.5.7 Other documents as requested, such as current physical examination, immunization records, and licensure confirmation.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will provide the WV Veterans Nursing Facility with the required information and documentation for each proposed **RN, LPN, and HSW** prior to placement, in accordance with applicable State and Federal requirements. Phoenix will provide these items at its cost and will coordinate with the Facility regarding any additional documentation required.

Phoenix will provide, as applicable:

- **4.5.1 WV CARES Background Check:** Complete the required background check through **WV CARES** prior to placement.
- **4.5.2 Twelve-Panel Drug Screening:** Complete and provide documentation of the required **twelve-panel** drug screening.

- **4.5.3 Application/Resume and References:** Provide a completed application or resume documenting the candidate's relevant experience, along with professional references.
- **4.5.4 CPR Certification:** Provide current **CPR certification** documentation.
- **4.5.5 Confidentiality Agreement:** Ensure the required **confidentiality agreement** is completed prior to placement.
- **4.5.6 WV Food Handlers Card:** Provide a current **WV Food Handlers Card**, as required.
- **4.5.7 Other Required Documentation:** Provide additional documentation requested by the Facility, including, as applicable, **current physical examination records, immunization records, and licensure confirmation.**

Phoenix will maintain appropriate documentation and coordinate closely with the Facility to ensure all required information is complete and available **before the staff member begins an assignment**. Any deviation from these requirements will be addressed only with the **written agreement of Phoenix and the Facility**, as specified in the solicitation.

## **2.6 STAFF ELIGIBILITY AND DISCIPLINARY CLEARANCE**

*4.6 Vendors will ensure that no staff submitted for assignment under this agreement will have been investigated and substantiated by an applicable licensure body or agency or currently subject to discharge results from an investigation by the Board of Nursing.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that no **RN, LPN, or HSW** submitted for assignment under this agreement has been investigated and substantiated by an applicable licensing body or agency for conduct that would make the individual ineligible for placement.

Phoenix will conduct appropriate **credential and licensure verification, background screening, reference checks, and qualification reviews** before presenting personnel to the WV Veterans Nursing Facility. For nursing personnel, Phoenix will verify applicable licensing information and review available documentation to identify any disqualifying issues or current actions affecting the individual's eligibility to practice.

Phoenix will not knowingly submit any individual who is currently subject to **disciplinary action, discharge resulting from an investigation, or other licensing-related restriction** that would conflict with the requirements



of the solicitation. Phoenix will maintain appropriate documentation supporting candidate eligibility and will promptly address any concerns identified during the screening or assignment period.

## **2.7 STAFF TRAINING, LICENSURE, IMMUNIZATION, AND ORIENTATION REQUIREMENTS**

*4. 7 Vendors shall ensure the following regarding the staff to be provided:*

*4.7.1 Has completed the required training and education.*

*4.7.2 Possess a current valid certification and/or professional license with the State of West Virginia.*

*4.7.3 Meet current Agency immunization requirements for purified protein derivative (PPD) and Hepatitis B Series by providing copies of the results of these immunizations.*

*4. 7.4 Complete an orientation packet or attend Facility orientation, PCC Training and Administration Training as part of orientation.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all **RNs, LPNs, and HSWs** provided under the agreement meet the applicable training, education, licensing, certification, health, and orientation requirements before beginning an assignment at the WV Veterans Nursing Facility.

Phoenix will ensure the following:

- **4.7.1 Required Training and Education:** Verify that each staff member has completed the required education, training, and qualifications applicable to their assigned position and responsibilities.
- **4.7.2 Current Licensure and Certification:** Verify that each applicable healthcare professional possesses a **current and valid West Virginia professional license and/or certification** required for the assignment. Phoenix will maintain supporting documentation and provide it to the Facility as required.
- **4.7.3 Immunization Requirements:** Ensure that assigned personnel meet the Facility's current immunization requirements for **purified protein derivative (PPD) and the Hepatitis B Series** and provide copies of applicable immunization results or documentation as required by the Facility.
- **4.7.4 Facility Orientation and Training:** Ensure that assigned personnel **complete the required orientation packet or attend the Facility's orientation**, including **PCC Training and Administration Training**, as applicable, before or as part of commencing their assignment.

Phoenix will coordinate closely with the WV Veterans Nursing Facility to ensure all required documentation, training, orientation, and compliance activities are completed and verified prior to staff placement.



## 2.8 STAFF DOCUMENTATION, APPROVAL & COMPETENCY ASSESSMENT

*4.8 Vendors must provide all Nursing Staff paperwork to the Facility and receive approval from the Facility before any Nursing Staff arrives at the Facility for orientation.*

*Vendors shall ensure that all staff participate in competency assessments which include age-specific and cultural competencies for residents as provided by the facility as part of orientation or training and comply with its ongoing training.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will provide the **complete required paperwork and supporting documentation** for each proposed RN, LPN, and HSW to the WV Veterans Nursing Facility for review and approval **before the staff member arrives at the Facility for orientation.**

Phoenix will coordinate with the Facility to ensure that all required documentation is complete, current, and submitted in accordance with the Facility's established procedures. **No Nursing Staff member will be scheduled to report for Facility orientation until the required Facility approval has been obtained.**

Phoenix will also ensure that all assigned personnel participate in the Facility's required **competency assessments**, including **age-specific and cultural competency assessments** applicable to the residents served by the Facility. Staff will complete the required assessments as part of the Facility's orientation or training process and will comply with all **ongoing training and competency requirements** established by the Facility throughout the assignment.

Phoenix will maintain communication with the Facility and monitor completion of required training and competency activities to support continued compliance and quality of service.

## 2.9 ALZHEIMER'S TRAINING & ANNUAL RECERTIFICATION

*4.9 All Agency Staff are required to have 30 hours of Alzheimer's Training, provided by the Facility. Thereafter, employees must also complete eight (8) hours of Alzheimer's training as an annual recertification requirement.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff assigned to the WV Veterans Nursing Facility complete the required **30 hours of Alzheimer's Training provided by the Facility** as part of the required training and orientation process.



Phoenix will also ensure that assigned personnel complete the required **eight (8) hours of Alzheimer's Training annually** as part of the Facility's annual recertification requirement. Phoenix will coordinate with the Facility to monitor training completion and maintain appropriate documentation of required training and recertification. Phoenix will work closely with the Facility to ensure that all assigned staff remain current with the required Alzheimer's training throughout their assignments and comply with any applicable ongoing training requirements

## **2.10 ORIENTATION AND TRAINING PAYMENT REQUIREMENTS**

*4.10 Hours spent in orientation and training as required by the Facility shall be paid by the Facility at normal hourly rates, but only if the following requirements are met:*

*4.10.1 Agency Staff must work at least two (2) full shifts, or 24 hours, within 10 days following training*

*4.10.2 If Agency Staff does not work at least 24 hours in the 10 days following training/orientation. the vendor will not be paid for Agency Staffs hours*

*4.10.3 Call-offs during orientation are inexcusable except in the event of COVID or extreme emergency. Vendors must advise their staff NOT to call off during orientation*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that hours spent by Agency Staff in Facility-required orientation and training will be paid by the Facility at the applicable normal hourly rate, provided the requirements established in the solicitation are satisfied.

Phoenix will ensure that assigned staff understand the following requirements:

- **4.10.1 Minimum Work Requirement:** Agency Staff must complete at least **two (2) full shifts, or 24 hours, within ten (10) days** following completion of the required training or orientation.
- **4.10.2 Failure to Meet Requirement:** Phoenix understands that if an Agency Staff member does not work at least **24 hours within the ten (10) days** following training or orientation, the Vendor will not be paid for the Agency Staff member's orientation/training hours.
- **4.10.3 Attendance During Orientation:** Phoenix will clearly communicate to all assigned personnel that **call-offs during orientation are not acceptable**, except in the event of COVID or an extreme emergency. Phoenix will reinforce this expectation with staff prior to orientation and emphasize the importance of attending and completing all required orientation activities.

Phoenix will coordinate closely with the Facility and assigned personnel to support timely completion of orientation, training, and subsequent scheduled shifts in accordance with the requirements of the solicitation.

## 2.11 FOOD SERVICE DUTIES & FOOD HANDLER CERTIFICATION

*4.11 Vendors must acknowledge that all Staffing Agency employees will be required to participate in food service work during mealtimes. All Staffing Agency employees must have, and keep current, WV Food Handlers Card. The cost of such will not be paid by the Facility.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure all assigned staff participating in food service activities during mealtimes maintain a **current WV Food Handlers Card**. Phoenix acknowledges that the cost of obtaining and maintaining the card **will not be paid by the Facility**.

## 2.12 DAYLIGHT SAVING TIME SHIFT AND PAY ADJUSTMENTS

*4.12 Vendors acknowledge that for shifts that occur during the change to and from Daylight Saving Time:*  
*4.12.1 With the end of standard time and the beginning of Daylight Savings Time, Agency Staff on duty when Daylight Saving Time goes into effect will have their shifts reduced by one hour. Agency Staff will be paid for the number of hours worked.*  
*4.12.2 With the end of Daylight-Savings Time and the return to Standard Time, Agency Staff on duty when Standard Time goes into effect will work and be paid for an extra hour during their normal shift, only if that extra hour is actually worked. Staff may be entitled to overtime based on total hours worked for the week.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that Agency Staff are paid based on the **actual hours worked** during Daylight Saving Time changes, including any applicable reduction or additional hour. Any overtime entitlement will be handled in accordance with the applicable requirements based on total hours worked.

## 2.13 PANDEMIC STAFFING EXCLUSIVITY & INFECTION CONTROL

*4.13 Vendors shall ensure that in the event of a Pandemic, that contract staff do not work in multiple healthcare facilities during the same time period. Any individual not following this rule may be told not to return to the Facility.*

Phoenix Business Consulting acknowledges and complies with this requirement. In the event of a pandemic, Phoenix will ensure that contract staff assigned to the WV Veterans Nursing Facility **do not work simultaneously at multiple healthcare facilities** during the same period. Phoenix will communicate and monitor this requirement with assigned staff and take appropriate action to ensure compliance.

## 2.14 EMPLOYEE CONDUCT & FACILITY POLICY COMPLIANCE

*4.14 Vendors employee conduct: In an effort to curb issues of non-compliance, Staffing Agency must advise their employees upon hire, and repeatedly as deemed necessary, of all policies and procedures of the Facility, including but not limited to the following:*

*4.14.1 No Call No Shows: Any individual not showing up to work a scheduled shift and/or not calling in at least 2 hours in advance may be told not to return to the Facility.*

*4.14.2 Doctor's Excuse Required: Any individual calling off more than 3 times per aggregate 12-month period will require a written doctor's excuse for any absence after the third call-off. Any individual failing to comply may be asked not to return to the Facility.*

*4.14.3 Socializing/Dating: Staffing Agency employees who are dating another employee, whether from another Staffing Agency or otherwise, must refrain from excessive socializing during working hours. They must be reminded they are here to work. All employees must complete their assigned duties and are not here to socialize. Any employee failing to comply may be asked not to return to the Facility.*

*4.14.4 All Staffing Agency's employees must attend mandatory meetings and in-services. If staff miss two (2) or more meetings per aggregate 12-month period, they may be told not to return to the Facility.*

*4.14.5 Should Staffing Agency's employee(s) call off on or be unable to work a scheduled working weekend day or days, Staffing Agency's employee(s) will be scheduled to work an extra weekend day or days on the next schedule.*

*4.14.6 Should Staffing Agency's employee(s) call off or be unable to work a scheduled working holiday, Staffing Agency's employee(s) will be scheduled to work on the next available holiday.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will advise all assigned staff of the WV Veterans Nursing Facility's applicable policies and procedures upon hire and throughout the assignment, as necessary. Phoenix will reinforce expectations regarding attendance, professional conduct, meetings, in-services, and scheduled weekend and holiday assignments.

Phoenix will ensure staff understand the following requirements:

- **4.14.1 No Call/No Show:** Staff must report for scheduled shifts or provide at least **two (2) hours' advance notice** when unable to report, except in an emergency.
- **4.14.2 Doctor's Excuse:** Staff with more than **three (3) call-offs within a 12-month period** must provide a written doctor's excuse for subsequent absences.
- **4.14.3 Professional Conduct:** Staff must remain professional and focused on their assigned duties and refrain from excessive socializing or inappropriate conduct during working hours.
- **4.14.4 Meetings and In-Services:** Staff must attend all **mandatory meetings and in-services** required by the Facility.
- **4.14.5 Weekend Coverage:** Staff who call off or cannot work a scheduled weekend shift will be scheduled for an **additional weekend day** on the next schedule, as required by the Facility.



- **4.14.6 Holiday Coverage:** Staff who call off or cannot work a scheduled holiday shift will be scheduled to work the **next available holiday**, as required by the Facility.

Phoenix will communicate these requirements clearly to assigned personnel and take appropriate corrective action when necessary to support compliance and reliable staffing.

## **2.15 STAFF SUBSTITUTION & APPLICABLE BILLING RATES**

*4.15 If the Facility requests an LPN but the Staffing Agency provides an RN to cover the request, the Facility shall only be responsible for payment of the established LPN rate unless otherwise agreed in writing. The same applies should an LPN or RN cover for an HSW.*

*4.15.1 Substitution of an LPN for an RN will not be allowed.*

*4.15.2 Substitution of a HSW for an LPN will not be allowed.*

*4.15.3 Facility may at times request an RN to cover an LPN or HSW shift and will pay the RN rate for such requests when agreed in writing.*

*4.15.4 Facility may at times request an LPN to cover a HSW shift and will pay the LPN rate for such request when agreed in writing.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will provide staff in accordance with the **requested discipline and established contract rates**. Phoenix understands that if a higher-level resource is provided to cover a lower-level staffing request, the Facility will only be responsible for the established rate for the requested discipline unless otherwise agreed to in writing.

Phoenix will adhere to the following requirements:

- **4.15.1 An LPN will not be substituted for an RN.**
- **4.15.2 An HSW will not be substituted for an LPN.**
- **4.15.3 An RN may cover an LPN or HSW shift only when specifically requested by the Facility and agreed to in writing**, with the applicable RN rate.
- **4.15.4 An LPN may cover an HSW shift only when specifically requested by the Facility and agreed to in writing**, with the applicable LPN rate.

Phoenix will coordinate all substitutions with the Facility in advance and ensure that staffing and billing remain consistent with the solicitation and any written agreement between the parties.

## **2.16 TIMELY STAFF ASSIGNMENT AND SHIFT COVERAGE**

*4.16 Vendor will agree to provide required number of staff needed for a shift and/ or assignment at least two (2) hours prior to the start of the shift or assignment period.*



Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that the **required number of qualified staff** is confirmed and provided for each shift or assignment **at least two (2) hours prior to the scheduled start time**.

Phoenix will maintain proactive communication with the Facility and use its recruiting and staffing resources to address call-offs, replacements, and other last-minute staffing needs while supporting timely and reliable shift coverage.

## **2.17 CALL-OFF REPLACEMENT AND SHIFT COVERAGE**

*4.17 If an Agency Staff member calls off, that staffing agency must make every possible effort to fill the shift with another Agency Staff member.*

Phoenix Business Consulting acknowledges and complies with this requirement. If an Agency Staff member calls off or becomes unavailable for a scheduled shift, Phoenix will make **every reasonable effort to identify and provide a qualified replacement staff member** to cover the shift.

Phoenix will leverage its active candidate and staffing pool, on-call resources, and recruiting network to identify an appropriately qualified **RN, LPN, or HSW** based on the Facility's requirements. Phoenix will maintain prompt communication with the Facility regarding replacement efforts and staffing status to minimize disruptions and maintain continuity of care.

## **2.18 FACILITY POLICY, ATTENDANCE & DISCIPLINARY COMPLIANCE**

*4.18 All Agency Staff must adhere to the policies and procedures of our facility, including attendance, tardiness, and mandating. Facility will discipline staff per our policy and procedures. All disciplinary actions given by the facility will be sent to the staffing agency.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff understand and adhere to the **WV Veterans Nursing Facility's policies and procedures**, including requirements related to attendance, tardiness, and mandatory assignments or requirements.



Phoenix understands that the Facility will administer disciplinary actions in accordance with its established policies and procedures. Phoenix will cooperate with the Facility regarding any disciplinary matters and will receive and review documentation of disciplinary actions provided by the Facility. Phoenix will take appropriate follow-up action with the affected staff member, as necessary, to support continued compliance and satisfactory performance.

## **2.19 WORK ASSIGNMENTS AND AUTHORIZATION REQUIREMENTS**

*4.19 Agency Staff will be given work assignments based on the Facility's needs. Agency Staff may not change their work assignments unless approved by the DON, ADON or RN Supervisor.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff perform work assignments based on the **needs and direction of the WV Veterans Nursing Facility**.

Agency Staff will not independently change, exchange, or modify their assigned duties or work assignments. Any requested change must receive prior approval from the **DON, ADON, or RN Supervisor**, as applicable. Phoenix will reinforce this requirement with assigned staff and support the Facility's established procedures for assignment changes.

## **2.20 NURSING STAFF ROSTER AND CONTACT INFORMATION**

*4.20 Vendor must provide a list of all Nursing Staff actively employed at the Facility at all times. List will include updated names and phone numbers.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will maintain and provide the WV Veterans Nursing Facility with an **updated list of all Nursing Staff actively employed and assigned to the Facility**, including each staff member's **name and current phone number**.

Phoenix will keep the roster current and provide updated information whenever staffing changes occur, ensuring the Facility has accurate contact information for all active Agency Staff.



## 2.21 ANNUAL AND ON-REQUEST PERSONNEL FILE UPDATES

*4.21 Vendor must provide an updated personnel file for each Agency Staff member at least annually or upon request by the Facility.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will maintain an **updated personnel file for each Agency Staff member** assigned to the WV Veterans Nursing Facility and will provide the updated file to the Facility **at least annually or upon request**, as required. Phoenix will ensure that personnel records remain current and include applicable qualifications, credentials, certifications, and other required documentation.

## 2.22 TIMESHEET SUBMISSION AND MISSING PUNCH REQUIREMENTS

*4.22 Agency Staff timesheets must be sent to the Vendor each week by 10:00am on Wednesday. Timesheet dates will be totaled from Saturday to Friday. All missing punches must be turned in to the WV Veterans Nursing Facility by 4:00 p.m. Monday for the previous week. If a missing punch is late, it will not be sent to the Vendor until the following pay week.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that Agency Staff timesheets are submitted to the Vendor **each Wednesday by 10:00 a.m.**, with the applicable workweek calculated from **Saturday through Friday**.

Phoenix will also ensure that any **missing punches** are submitted to the WV Veterans Nursing Facility by **4:00 p.m. on Monday** for the preceding week. Phoenix understands that missing punches submitted after the deadline will not be forwarded to the Vendor until the following pay week.

Phoenix will coordinate with Agency Staff and the Facility to support accurate, timely, and complete timesheet submission and minimize delays in payroll and invoicing.

## 2.23 TIMEKEEPING AND PUNCH-IN/OUT COMPLIANCE

4.23 All Agency Staff must follow the policy and procedures for punching in and out when leaving the building. This policy will be discussed during orientation



Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff follow the WV Veterans Nursing Facility's established **punch-in and punch-out procedures**, including procedures required when entering or leaving the Facility.

Phoenix will communicate these requirements to assigned staff and ensure they understand that the timekeeping and building sign-in/sign-out procedures will be **reviewed during Facility orientation**. Phoenix will reinforce compliance throughout the assignment to support accurate timekeeping and adherence to Facility policies.

## **2.24 CALL-OFF NOTIFICATION REQUIREMENTS**

*4.24 Agency Staff calling off must phone the facility and must speak to the RN Supervisor and call their staffing agency at least two (2) hours prior to their scheduled shift. Voicemails are not acceptable.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff understand that, when unable to report for a scheduled shift, they must **contact the Facility and speak directly with the RN Supervisor and notify Phoenix at least two (2) hours prior to the scheduled shift**.

Phoenix will reinforce that **voicemails are not acceptable** and that staff must make direct contact with the appropriate Facility representative and Phoenix staffing team. Phoenix will monitor compliance with this requirement and take appropriate follow-up action when necessary.

## **2.25 CHAIN OF COMMAND AND ISSUE ESCALATION**

*4.25 Employees are to follow the chain of command set forth at our facility. Any issues must be addressed first to the LPN, then RN supervisor, then RN unit manager, then ADON and DON.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff understand and follow the **WV Veterans Nursing Facility's established chain of command** when addressing questions, concerns, or issues.

Agency Staff will follow the appropriate escalation path: **LPN → RN Supervisor → RN Unit Manager → ADON → DON**. Phoenix will reinforce this process during onboarding and throughout the assignment to support effective communication, proper escalation, and compliance with Facility procedures.



## 2.26 FACILITY-CONTROLLED AGENCY STAFF SCHEDULING

*4.26 WVVNF Facility Staff will do the scheduling for the Agency's vendor staff.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that the **WV Veterans Nursing Facility (WVVNF) Facility Staff will be responsible for scheduling Agency Staff** based on the Facility's staffing needs.

Phoenix will ensure that assigned Agency Staff understand and follow the schedules provided by the Facility, including required shifts, weekends, holidays, and other scheduled assignments. Phoenix will remain available to support the Facility with staffing coordination, call-offs, replacements, and other scheduling-related needs.

*4.27 Agency Staff will work two (2) full weekend shifts, one (1) Friday day shift, and one (1) Sunday night shift per month with a Staffing Agency rotation schedule. Weekend shifts include Day Shifts Saturday and Sunday and Night Shifts Friday, and Saturday.*

## 2.27 WEEKEND SHIFT ROTATION REQUIREMENTS

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that Agency Staff will participate in the Facility's **Staffing Agency rotation schedule** and will work the required weekend coverage each month.

Agency Staff will be scheduled to work **two (2) full weekend shifts per month**, consisting of **one (1) Friday day shift and one (1) Sunday night shift**, as applicable to the Facility's rotation schedule. Phoenix will ensure that assigned staff understand and comply with the Facility's scheduling requirements and remain available for their assigned weekend shifts.

Phoenix will coordinate with WVVNF Facility Staff regarding scheduling and will promptly address any staffing changes or coverage issues to support continuous weekend coverage.

## 2.28 PRN ELIGIBILITY AND MINIMUM WORK REQUIREMENTS

*4.28 All vendor staff must work at a minimum one (3) days every thirty (30) days to remain eligible for PRN status with the facility.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will ensure that all Agency Staff assigned under PRN status understand and comply with the Facility's requirement to work the **minimum required number of days within each 30-day period** to remain eligible for PRN status. Phoenix will coordinate with WVNF regarding scheduling and monitor staff participation to support continued PRN eligibility.

## 2.29 STAFF RESTRICTIONS AND SCHEDULING REQUIREMENTS

*4.29 WVNF does not honor any restrictions on lifting or hours for contracted staff. If nursing staff have lifting or hour restrictions, Vendor may not schedule them to work.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that WVNF **does not accommodate lifting or work-hour restrictions for contracted staff**. Phoenix will ensure that nursing staff with any lifting or hours restrictions are **not scheduled for assignments at the Facility**.

## 2.30 HOLIDAY PAY AND PREMIUM RATES

*4.30 Holidays paid include New Year's Day, Memorial Day, Independence Day, Veterans day, Thanksgiving Day and Christmas Day at (1 ½) times the hourly rate for an (8) hour shift.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that the designated holidays **New Year's Day, Memorial Day, Independence Day, Veterans Day, Thanksgiving Day, and Christmas Day** will be paid at **1.5 times the applicable hourly rate for an eight (8) hour shift**, in accordance with the solicitation requirements.

## 2.31 CHRISTMAS EVE & NEW YEAR'S EVE PAY AND HOLIDAY REQUIREMENTS

*4.31 Christmas eve and New Years Eve at (1 ½) times the hourly rate for a ( 4) hour shift.*

*4.31.1 Vendor employees cannot call off the day before or the day after Holiday paid time. Vendor employees calling off the day before or the day after a paid Holiday may be required to forfeit their Holiday Pay.*

*4.31.2 The pay rate for hours worked on a paid Holiday will be twice the regular rate ( double time) for up to 8 hours worked on the paid holiday, beginning at 12:01 A.M. on the paid holiday.*

*4.31.2.1 For clarification and example, staff working from 7 a.m. to 7 p.m. on a Holiday with a regular rate of \$25 per hour will be paid 8 hours at \$50 per hour plus 4 hours at \$25 per hour.*

*4.31.3 Agency Staff will be provided a Holiday rotation schedule provided by the Facility at the time of hire.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that **Christmas Eve and New Year's Eve** will be paid at **1.5 times the applicable hourly rate for a four (4)-hour shift**. Phoenix will also comply with the following requirements:

- **4.31.1 Holiday Attendance:** Agency Staff will be advised that they cannot call off the day before or the day after a paid holiday. Staff who call off during these periods may be required to **forfeit their Holiday Pay**.
- **4.31.2 Holiday Pay Rate:** Hours worked on a designated paid holiday will be compensated at **double the regular hourly rate for up to eight (8) hours**, beginning at **12:01 A.M. on the paid holiday**.
- **4.31.2.1 Example:** Phoenix acknowledges that an employee working a 7:00 A.M. to 7:00 P.M. holiday shift at a regular rate of \$25/hour would receive **8 hours at \$50/hour and 4 hours at \$25/hour**.
- **4.31.3 Holiday Rotation:** Phoenix will ensure that Agency Staff receive and follow the **Holiday Rotation Schedule provided by WVVNF at the time of hire**.

## **2.32 IMPORTANT DATES, PREMIUM PAY & STAFFING REQUIREMENTS**

*4.32 Other important dates will include Easter Sunday, Mother's Day, Father's Day, Christmas Eve, New Year's Eve, Halloween, Labor Day, and Black Friday.*

*4.32.1 Vendor employees cannot call off the day before or the day after Important Date paid time. Vendor employees calling off the day before or the day after a paid Important Date may be required to forfeit their Important Date Pay.*

*4.32.2 The pay rate for hours worked on a paid Important Date will be one and a half times the regular rate (1 ½ times) for up to 8 hours worked on the other important date, beginning at 12:01 A.M. on the other important date.*

*4.32.2.1 For clarification and example, staff working from 7 a.m. to 7 p. on Other Important Date with a regular rate of \$25 per hour will be paid 8 hours at \$37.50 per hour plus 4 hours at \$25 per hour.*

*4.32.3 Agency Staff must be provided on Other Important Dates with a rotation schedule to be provided by the Vendor at least one month prior to the date.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that the designated **Other Important Dates** include **Easter Sunday, Mother's Day, Father's Day, Christmas Eve, New Year's Eve, Halloween, Labor Day, and Black Friday**.

Phoenix will comply with the following requirements:

- **4.32.1 Important Date Attendance:** Agency Staff will be advised that they cannot call off the day before or the day after a paid Important Date. Staff who call off during these periods may be required to **forfeit their Important Date Pay**.
- **4.32.2 Important Date Pay:** Hours worked on a paid Important Date will be compensated at **1.5 times the regular hourly rate for up to eight (8) hours**, beginning at **12:01 A.M.** on the applicable date.
- **4.32.2.1 Example:** Phoenix acknowledges that an employee working a 7:00 A.M. to 7:00 P.M. shift on an Important Date at a regular rate of \$25/hour would receive **8 hours at \$37.50/hour and 4 hours at \$25/hour**.
- **4.32.3 Rotation Schedule:** Phoenix will provide Agency Staff with a rotation schedule for Other Important Dates **at least one (1) month prior to the applicable date** and will coordinate with WVNF to support appropriate coverage.

### **2.33 PROHIBITION ON REASSIGNMENT OF DISMISSED EMPLOYEES**

*4.33 The Facility will not allow any previous employee who was dismissed for disciplinary or performance reasons by a state facility or office to return and work through any Staffing Agency.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix will screen prospective Agency Staff to identify any individuals who were previously employed by a state facility or office and **dismissed for disciplinary or performance-related reasons**. Phoenix will not knowingly submit such individuals for assignment at the WV Veterans Nursing Facility.

### **2.34 OVERTIME PAY FOR HOURS EXCEEDING 40 HOURS**

*4.34 The Facility agrees to pay overtime for hours worked over forty ( 40) hours per work week at one-and-a-half (1 ½ ) times the regular rate.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that hours worked **over forty (40) hours in a workweek** will be paid at **one-and-a-half (1.5) times the applicable regular hourly rate**, in accordance with the solicitation requirements.

### **2.35 SHIFT CANCELLATION NOTICE**

*4.35 The Facility may cancel any shift and will notify the Vendor of such cancellation no less than two (2) hours prior to the scheduled start of the shift.*

Phoenix Business Consulting acknowledges and complies with this requirement. Phoenix understands that the Facility may cancel a scheduled shift and will notify the Vendor of the cancellation **at least two (2) hours prior to the scheduled start of the shift**. Phoenix will promptly communicate any cancellation to the affected Agency Staff.

#### 4.36 Registered Nurses (RNs)

Phoenix Business Consulting acknowledges and complies with the requirements for Registered Nurses. Phoenix will provide qualified RNs who meet all applicable **West Virginia licensing, certification, training, and Facility requirements**. Phoenix will verify the required credentials and qualifications prior to placement and ensure assigned RNs complete the required Facility orientation.

Phoenix will ensure that each RN assigned to WVVNF holds a valid WV RN license in good standing, maintains current CPR and Food Handlers certification, and is qualified to perform the required nursing duties, including medication administration, resident documentation, participation in care planning, emergency response, resident safety and comfort, and communication with residents' families and advocates in compliance with confidentiality and HIPAA requirements.

Phoenix will also ensure that RNs comply with the Facility's **mandatory overtime policies, meal-pass requirements, interdisciplinary care responsibilities, electronic medical record procedures, and other Facility policies and procedures**. New graduate RNs will complete the required extended orientation with an RN Supervisor.

Phoenix will work closely with WVVNF to ensure all RN requirements are satisfied before and throughout each assignment.

#### 4.37 Licensed Practical Nurse:

Phoenix Business Consulting acknowledges and complies with the requirements for Licensed Practical Nurses. Phoenix will provide qualified LPNs who meet all applicable **West Virginia licensing, certification, training, and Facility requirements**. Phoenix will verify required credentials and qualifications prior to placement and ensure assigned LPNs complete the required Facility orientation.



Phoenix will ensure that each LPN assigned to WVVNF:

- Maintains a **valid West Virginia LPN license** and is in good standing with the West Virginia Board of Nursing.
- Maintains a current **CPR certification** and valid **WV Food Handlers Card** and participates in meal pass activities as required.
- Assists professional nursing and medical staff in providing **direct nursing care**, including treatments, medication administration, injections, care planning, and related documentation within the LPN's scope of practice.
- Takes and accurately records **temperature, blood pressure, pulse, and respirations**, collects specimens, and administers medications in accordance with physician orders.
- Completes timely and accurate documentation in residents' **electronic medical records** in accordance with Facility policies and procedures.
- Screens residents, records medical information, and assists physicians and RNs with examinations and treatments, including injections and immunizations.
- Provides appropriate instruction to residents regarding medications and potential side effects, as assigned.
- Supports the **emotional and physical comfort and safety of residents**.
- Assists residents with **activities of daily living**, including grooming and personal hygiene.
- Responds appropriately to inquiries from family members, advocates, and other authorized parties while maintaining compliance with **State and Federal confidentiality requirements and HIPAA**.
- Adheres to the Facility's **mandatory overtime policy and guidelines**.

Phoenix will work closely with WVVNF to ensure that all LPN requirements are verified and fulfilled before and throughout each assignment.

#### 4.38 Health Service Workers

Phoenix Business Consulting acknowledges and complies with the requirements for Health Service Workers. Phoenix will provide qualified HSWs who meet all applicable **West Virginia certification, training, education, and Facility requirements**. Phoenix will verify required credentials and qualifications prior to placement and ensure assigned HSWs complete the required Facility orientation.

Phoenix will ensure that each HSW assigned to WVVNF:



- Is a **Certified Nursing Assistant (CNA)** and certified and in good standing with the **West Virginia Nurse Aide Registry**.
- Holds a valid **West Virginia CNA certification**.
- Maintains a current **CPR certification**.
- Maintains a current and valid **WV Food Handlers Card** and participates in meal pass activities as required.
- Provides **direct care services** to residents in the nursing home/long-term care setting.
- Provides support and assistance with **activities of daily living** as directed by the supervisor.
- Adheres to the Facility's **mandatory overtime policy and guidelines**.
- Possesses a **high school diploma or GED**.
- Completes the Facility's required **extended orientation with an HSW Supervisor** when assigned as a new graduate.

Phoenix will work closely with WVVNF to ensure that all HSW requirements are verified and fulfilled before and throughout each assignment.

## 3 APPENDIX 1 – LETTERS OF RECOMMENDATION

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### 3.1 CITY OF CHARLOTTESVILLE

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## City of Charlottesville, Virginia

2/7/2024

To whom it may concern,

The City of Charlottesville local government has been a customer of SAP since 2005 and in 2023 began implementation of the performance management and learning management modules of SAP's SuccessFactors. This was our first venture into SuccessFactors and we selected Phoenix Consulting to be our implementation partner. Since selecting Phoenix, we have been working with them for about a year implementing both modules and I have been thoroughly impressed with their work. For many of our employees SuccessFactors was the first major software system they had implemented so it was very helpful to have a partner like Phoenix. Their strengths in the project were having experienced and knowledgeable consultants who facilitated a regular cadence of meetings, were flexible, patient, good listeners, understood our needs and concerns, and provided guidance, support and knowledge transfer. In summary, I am very glad we selected Phoenix to be our implementation partner and I would not hesitate to use them again.



**Steve Hawkes**  
Director  
Information Technology Department  
City of Charlottesville  
[434-970-3161](tel:434-970-3161) | [hawkes@charlottesville.gov](mailto:hawkes@charlottesville.gov)

### 3.2 COLLIER COUNTY



**Crystal K. Kinzel**

Collier County

Clerk of the Circuit Court and Comptroller  
3315 Tamiami Trail East, Suite 102  
Naples, Florida 34112-5324

February 8, 2024

To Whom It May Concern,

I am writing to share our experience with Phoenix Business Consulting, our chosen implementation partner for the Collier County SAP S/4 HANA upgrade and subsequent projects within the Collier County Clerk of the Circuit Court and Comptroller's (Clerk's) office.

As an independently elected public trustee, entrusted with the lawful and prudent expenditure of taxpayer dollars, our responsibilities demand a robust financial system capable of effectively managing Collier County's \$2 billion plus annual budget. Since 2002, Collier County has relied on SAP solutions to manage the unique challenges associated with the public sector.

In 2018, we embarked on a journey to modernize our core financial system by migrating to SAP S/4 HANA and aligning with established best practices. This initiative culminated in the Clerk and Board of County Commissioners' 2020 Joint decision to continue with SAP as our financial system provider, with a clear mandate to implement SAP S/4 HANA by January of 2024.

Following the issuance of an RFP in late 2021, Phoenix Business Consulting emerged as the unanimous choice to become our implementation partner for the SAP S/4 HANA upgrade. Commencing work in May 2022, Phoenix demonstrated professionalism, competence, and dedication, helping us ensure the project's timely and within-budget completion in May 2023.

Buoyed by the success of the S/4 HANA implementation, we also engaged Phoenix to undertake the implementation of SuccessFactors Employee Central and modernize our time and attendance capture using WFS (Workforce Software). Since July 2023, the Phoenix team has been responsive, accessible, and committed to our mutual success. As of the date of this letter, the project remains on track for a successful go-live in May 2024.

It continues to be a pleasure to collaborate with Phoenix Business Consulting. Their professionalism and focus on achieving our shared goals has been instrumental in our accomplishments thus far. I would recommend their services to any organization seeking expertise in SAP implementation and related projects.

Sincerely,



Derek M. Johnsen  
Director of Finance and Accounting

Phone- (239) 252-2646  
Website- [www.CollierClerk.com](http://www.CollierClerk.com)

Fax- (239) 252-2755  
Email- [CollierClerk@collierclerk.com](mailto:CollierClerk@collierclerk.com)

### 3.3 BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS



BOARD OF COUNTY COMMISSIONERS

#### Information Technology Department

2725 Judge Fran Jamieson Way  
Building C, Room 203  
Viera, Florida 32940  
Phone (321) 617-7395

February 2, 2024

To Whom It May Concern:

Brevard is the tenth most populous of Florida's 67 counties with approximately 2.8% of the State's total population. Brevard County, Florida, encompasses 1,557 square miles on the Atlantic Ocean near the mid-point of the Florida peninsula. The County has an estimated population of 630,693. The Brevard County Board of County Commissioners is composed of a five-member Board. The Board of County Commissioners is the legislative and governing body of the County.

Brevard County Board of County Commissioners successfully implemented SuccessFactors Onboarding and Recruiting in 2017. Over the past six years, the Phoenix SuccessFactors team has been instrumental in providing invaluable support for these two modules, contributing to the stability of our SuccessFactors system.

The team's availability and professionalism have played a crucial role in achieving and maintaining a stable system. Recognizing the demonstrated skills of the Phoenix SuccessFactors team, the county has granted them a project to implement Onboarding 2.0 project.

Throughout our Onboarding 2.0 project, Phoenix has consistently demonstrated a high level of expertise. Whenever we encountered critical issues, they responded promptly to resolve them. In instances where standard functionality fell short of fulfilling our requirements, Phoenix exhibited dedication in exploring solutions to meet our needs. Phoenix both adheres to project timelines while also exhibiting flexibility when required. The team's extensive knowledge consistently exceeds our expectations, they have been a valuable partner in our projects. We are highly impressed with the expertise and efficiency demonstrated by Phoenix in their work on the project and their continued support. We would highly recommend their services.

Sincerely,



Lois Boisseau

Deputy Director, Information Technology

Brevard County Board of County Commissioners

Website: [BrevardFL.gov](http://BrevardFL.gov)

### 3.4 ORANGE COUNTY PUBLIC SCHOOLS



445 W. Amelia Street • Orlando, Florida 32801 • (407) 317-3200 • [www.ocps.net](http://www.ocps.net)

March 15, 2021

To Whom It May Concern:

Orange County Public Schools (OCPS or District) is the 8th largest public school district in the United States. It has over 215,000 students and 25,000 employees. The District encompasses almost 200 schools, spread over five Learning communities: North, East, West, Southwest and Southeast. Each school has at least one cafeteria.

OCPS first implemented our original SAP system in 1999 and was an early adopter of SAP public sector features. At that time, workarounds were required to support fund accounting and budgetary control including using critical master data structures in a manner for which they were not intended. This resulted in sub-optimal system integration, business processes, and historical information.

In 2018, we began searching for consulting resources to modernize our SAP system. This modernization included implementing a new SAP system that better aligns with SAP for Public Sector Best Practices, as well properly incorporates the uniform chart of accounts issued by the State of Florida Department of Education Red Book to simplify reporting and streamline submission of fiscal information to the state using available SAP reporting and interface tools.

After an intensive review of resumes and interviews with various consultants, we selected numerous experienced professionals presented by Phoenix Business Consulting to support the District's SAP Modernization project.

As the Senior Director of Enterprise Projects, it was a pleasure to work with the Phoenix team members. I found them to be professional and extremely competent in their skills and abilities. As the project progressed, we found Phoenix to be responsive to our concerns and the Phoenix team always ensured that any questions or concerns that we had were immediately and satisfactorily addressed.

Phoenix was invaluable in helping the District implement our new SAP system, which was placed into production in early July 2020 as planned. We were impressed with the Phoenix team's focus and level of customer commitment. They demonstrated a high level of integrity throughout the project and were candid about their project work. It was a great experience to work with the Phoenix team and we would highly recommend their services.

Sincerely,



Marcel Harris  
Senior Director, Enterprise Projects  
Orange County Public Schools

"The Orange County School Board is an equal opportunity agency."



### 3.5 DUNN COUNTY, WI

COUNTY OF DUNN



Department of Administration

Paul R. Miller  
County Manager  
800 Wilson Avenue, Room 103  
Menomonie, Wisconsin 54751  
Phone (715) 232-2429  
Fax (715) 232-1324  
admin@co.dunn.wi.us

January 7, 2020

#### Certificate of Completion – Dunn County SAP System Migration/ Transition

This letter is to certify that **Phoenix Business Consulting** has successfully completed the Migration/ Transition of SAP Systems for **Dunn County**. The system migration project was started on March 19, 2019 and was completed on July 26, 2019 as per the implementation schedule and within the allocated budget.

The Phoenix Team has shown their professionalism, thoroughness and dedication to Dunn County by ensuring the project was completed on time and on budget. They have acted as a True-Advisor in helping Dunn County understand the various options for each of the scoped items and helped the County in making the best decisions at the right time.

The migration project scope included transitioning databases and SAP applications from another hosting provider (Quintel) to Dunn County's IT Infrastructure, as well as upgrading the IT infrastructure to the latest release. Phoenix was responsible from project initiation to go-live; which involved various planning, execution, testing and go-live activities.

SAP Solutions that were migrated/transitioned included:

1. SAP Enterprise Core Component (ECC 6.0 EHP8)
2. SAP Supplier Relationship Management (SRM 7.0 EHP 4)
3. SAP Enterprise Portal (NetWeaver 7.31)
4. SAP Solution Manager 7.2
5. SAP Router
6. Single Sign On setup between Microsoft Active Directory and SAP System using SAP Portal.

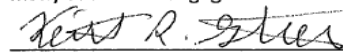
Operating System and Database details:

|                  | Source System        | Target System        |
|------------------|----------------------|----------------------|
| Operating System | Windows 2012         | Windows 2016         |
| Database         | MS SQL 2012<br>SAPDB | MS SQL 2017<br>SAPDB |

Various SAP landscapes that were migrated during the project scope included:

1. Sandbox (SND)
2. Development (DEV)
3. Quality (QAS)
4. Production (PRD)

Dunn County sincerely appreciates the knowledge and the experience provided by the Phoenix Team. We wish them many successful engagements in the future!

  
Keith Strey, CFO/County Auditor, Dunn County  
(715) 231-6404 | kstrey@co.dunn.wi.us

### 3.6 HOUSTON INDEPENDENT SCHOOL DISTRICT, TX



#### HOUSTON INDEPENDENT SCHOOL DISTRICT

Hattie Mae White Educational Support Center  
4400 West 18<sup>th</sup> Street • Houston, Texas 77092-8501

Sherrie H. Robinson  
*Controller*

Dr. Rene Barajas  
*Chief Financial Officer*

[www.HoustonISD.org](http://www.HoustonISD.org)  
[www.twitter.com/HoustonISD](https://www.twitter.com/HoustonISD)

#### Phoenix Business Consulting

To Whom It May Concern:

It is my pleasure to provide my strong, positive professional reference for Phoenix Consulting Services, our SAP project partner since 2013.

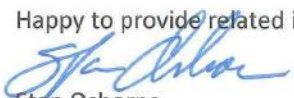
We have recently ventured and completed a SAP Re-implementation project which included: SAP Finance and Procurement (FI, CO, FM, GM, WM, MM, PM, SRM PPS, PP, PS, A/M), SAP HCM modules (Time, Payroll, Organization Management, Benefits, Personnel Management, Position Budget Control, ESS, MSS, etc.), SuccessFactors, SRM PPS enhancements, PBF, Tip Web, HPQC, SAP Governance, Risk and Compliance (GRC), Fiori, Personas, Single Sign-On, SAP Business Warehouse, SAP BOBJ, HP Quality Center, U-Perform, Training and Change Management.

Phoenix staff included Program Manager, Project Manager, Integration Architect, training & change management consultants, SRM Functional, Production Planning, HR functional resources, ABAP resources, Basis Resources, HPQC, SuccessFactors, SAP HCM functional resources, multiple other functional resources in PS, FM, GM, and backfill resources.

Phoenix is HISD's primary production support vendor providing support for all their SAP modules including Finance (FI/CO, FM, GM, A/M), Logistics (MM, SRM, PM, PP), HCM (Org Mgt, Payroll, Time, Benefits, etc.), SuccessFactors, and OpenText Vendor Invoice Management. Technical support includes ABAP, Basis, Portal, Business Information Warehouse, OpenText, interfaces, custom transactions and reports, SAP Script, Adobe Forms, Workflow, ESS / MSS, and more.

We continually rely on Phoenix Consulting and the depth of resources they have available. All future SAP project teams will consistently consider what Phoenix has to offer as we plan the projects.

Happy to provide related information and address any questions.



Stan Osborne  
Assistant Controller, Finance  
575.322.0221

### 3.7 COUNTY OF BERNALILLO, NM



#### COMMISSIONERS

Maggie Hart Stebbins, Chair  
District 3

Art De La Cruz, Vice Chair  
District 2

Debbie O'Malley, Member  
District 1

Lonnie C. Talbert, Member  
District 4

Wayne A. Johnson, Member  
District 5

#### COUNTY MANAGER

Tom Zdunek

#### ELECTED OFFICIALS

Tanya R. Giddings  
Assessor

Maggie Toulouse Oliver  
Clerk

Willow Misty Parks  
Probate Judge

Manuel Gonzales III  
Sheriff

Manny Ortiz  
Treasurer

## County of Bernalillo State of New Mexico

### Budget Department

One Civic Plaza, NW, 10th Floor

Albuquerque, New Mexico 87102

Office: (505) 468-7020

[www.bernillo.gov/budget-department/](http://www.bernillo.gov/budget-department/)

September 4, 2015

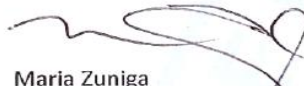
To Whom It May Concern:

In March 2014, Bernalillo County began the search for a vendor to implement SRM Procurement for Public Sector 7.0 as a major reimplementation of the SRM 5.0 Extended Classic system that has been live at the County since 2008. It was necessary for the County to upgrade to SRM 7.0 in order to maintain a sustainable, supportable solution for its procurement functions and this solution also resolved approximately 85% of the issues with the current system. After an intensive review of prospective vendors, which included reference checks, system demos and interviews with key personnel and a requirement to implement the system in accordance with the County's proven Evolve methodology, Phoenix Business Consulting was selected to implement the project.

As the Project Manager/Business Improvement Administrator of the SRM 7.0 Procurement for Public Sector initiative, I found that working with Phoenix and their project team to be an overall positive experience. Phoenix offers professional SAP/SRM consultants with a vast amount of relevant experience. They are fully proficient in the solutions implemented. As with any projects, there were bumps in the road but each time Phoenix proved to be up to the challenge and responsive to our concerns and the Phoenix team always ensured that any questions / concerns that we had were immediately and satisfactorily addressed.

Phoenix was invaluable in helping the Bernalillo County achieve its goals. We were impressed with their focus and level of customer commitment. They demonstrated a high level integrity throughout the project and were open about work that needed to be performed. It was a great experience to work with the Phoenix team and we would highly recommend their services.

Sincerely,



Maria Zuniga  
Business Improvement Administrator

### 3.8 COUNTY OF SAN LUIS OBISPO, CA



**COUNTY OF SAN LUIS OBISPO**  
**AUDITOR • CONTROLLER • TREASURER • TAX COLLECTOR**  
1055 MONTEREY ST. RM. D290  
SAN LUIS OBISPO, CA 93408  
(805) 781-5831 • FAX (805) 781-5362  
<http://sloacttc.com>

**JAMES P. ERB, CPA**  
Auditor-Controller  
Treasurer-Tax Collector  
James W. Hamilton, CPA  
Assistant

November 21, 2013

To Whom It May Concern:

In October 2011 the County of San Luis Obispo contracted with Phoenix Business Consulting for the implementation of SAP Business Warehouse (BW) and Business Objects (BOBJ). The County utilizes SAP financials and SAP HR/Payroll and looked to BW and BOBJ to provide an enterprise data warehouse solution for general reporting needs and as a prerequisite for the potential future installation of SAP Public Budget Formulation (PBF).

Project goals included development of multiple reports from core SAP modules (to be determined during a project blueprint phase) with the implementer working closely with County staff such that County staff would develop sufficient skills to support and enhance the system independently post go-live.

Factors leading to our selection of Phoenix as the implementer included their experience with governmental entities and the amount of hours proposed for the project compared to other responses, which we felt conveyed an understanding and commitment to our ambitious project goals. We found the Phoenix team, led by Mahesh Sharma, to be technically capable, flexible, and dedicated to our project goals. Their commitment was demonstrated when our team made a decision mid-project to change our primary reporting tool. Despite the additional work and risks to the project timeline, Mahesh and Phoenix management were supportive and worked with us to revise our project plan to deliver our reports using the preferred tool.

Our project implementation ended on budget; however some reports scoped during our initial project planning were not completed by the conclusion of our engagement with Phoenix. We attribute some of the incomplete project reports to our aggressive initial project scope and to the change of our primary reporting tool mid-project, not to the work effort received from Phoenix. We are currently considering Phoenix for an ongoing support agreement and would recommend Phoenix to entities interested in implementing Business Warehouse and/or Business Objects.

Feel free to contact me to discuss our project and experience working with Phoenix.

Sincerely,



Jim Hamilton  
San Luis Obispo County Assistant Auditor-Controller

### 3.9 SEDGWICK COUNTY, KS

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**SEDGWICK COUNTY, KANSAS**  
**DIVISION OF FINANCE**  
**Purchasing Department**  
[www.sedgwick-county.org/purchasing](http://www.sedgwick-county.org/purchasing)  
525 N. Main, Suite 823 Wichita, KS 67203  
Phone: 316 660-7260 Fax: 316 383-7055

Date March 21, 2013

To Whom It May Concern:

I had the opportunity to work with Phoenix Consulting on a recent SAP project. Sedgwick County implemented Procurement for Public Sector (PPS). The modules implemented consisted of SRM 7, MDM Catalog, external catalogs, ROS and SuS. The implementation included several interfaces to the existing system, along with programming to accommodate the county's processes.

In my role as process owner and project manager, I interacted with Phoenix Consulting and their contractors on many levels. Phoenix was organized, planned resources very well, adjusted staff as needed, and made available off-site staff to provide services when needed. The consultants working on the project were knowledgeable, professional and efficient. They worked well as a group and provided excellent customer service and direction throughout the implementation. Phoenix was also very flexible and adaptable as county schedules changed during the project due to county resource constraints and SAP issues.

Phoenix took the lead in working directly with SAP on issues following a system upgrade prior to going live. When SAP was reluctant to fix issues or fix them in a timely manner, Phoenix's persistence, knowledge of SAP product and SAP practices helped drive the escalation of issues and they took the lead in coordinating directly with SAP engineering staff to resolve outstanding issues.

Phoenix Consulting was instrumental in helping the County create a solution that improved accountability, efficiency, processes and adherence to policy. Their guidance during the change management process throughout the organization was instrumental to the success of the project. I highly recommend Phoenix Consulting and would definitely use their services again.

Regards,



Iris Baker, Purchasing Director  
Sedgwick County Government



### 3.10 UNIVERSITY OF NEBRASKA

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OFFICE OF THE VICE PRESIDENT FOR BUSINESS AND FINANCE

March 14, 2011

To Whom It May Concern,

The University of Nebraska has a long standing relationship with Hanif Sarangi and Phoenix Business Consulting.

During our original SAP implementation in 1999, Phoenix provided critical design assistance and go-live support. This was at a time our project was at risk. Phoenix served to focus our efforts and provided expertise that was essential to our successful project.

Over the years, we have enlisted Hanif's support on other projects, most notably our recent implementation of the SAP Budgetary Control System in 2009. This was a major project and Hanif not only provided subject matter expertise, but was able to aid us in managing project scope and expectations.

We have consistently found Hanif and his staff to have excellent SAP expertise and are able to provide this in a customer-focused, results-oriented manner. We consider them to be trusted partners and look forward to relying upon them in the future.

You may contact me if more information is desired.

Loren Blinde

University of Nebraska  
Administrative Systems Group

327 Nebraska Hall / Lincoln, NE 68588-0521  
PHONE: (402) 472-7023/ FAX: (402) 472-7390



### 3.11 CITY OF HOUSTON, TX

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**CITY OF HOUSTON**  
Information Technology Department

**Annise D. Parker**

Mayor

Richard Lewis  
Chief Information Officer  
P.O. Box 1562  
Houston, Texas 77251-1562  
611 Walker, Suite 854  
Houston, Texas 77002

T. 832.393.0082  
F. 832.393.0075  
Richard.lewis@houstontx.gov  
www.houstontx.gov

March 8, 2011

To Whom It May Concern:

The City of Houston has utilized Phoenix Business, Inc for ERP consulting services since 2006. They were recently awarded a new contract with the City in 2010 that can extend their services through 2014.

Phoenix Business, Inc. currently supports our SAP (ECC 6.0 EHP4) functional requirements in FI/MM, HCM/Payroll as well as providing the City with ABAP support. All the resources assigned to the City have been highly skilled and very knowledgeable.

We are confident of Phoenix Business, Inc's performance in SAP consulting as they have been very knowledgeable, experienced, flexible and a valued partner to the City.

Sincerely,

  
Frank Rodriguez  
IT Procurement Manager

c.c. Mary Ann Grant, ERP Business Support Manager

Council Members: Brenda Stardig Jarvis Johnson Anne Clutterbuck Wanda Adams Mike Sullivan Al Hoang Oliver Pennington Edward Gonzalez  
James G. Rodriguez Stephen C. Costello Sue Lovell Melissa Noriega C.O. "Brad" Bradford Jolanda "Jo" Jones Controller: Ronald C. Green

### 3.12 LOS ANGELES COMMUNITY COLLEGE DISTRICT, CA



#### LOS ANGELES COMMUNITY COLLEGE DISTRICT

CITY • EAST • HARBOR • MISSION • PIERCE • SOUTHWEST • TRADE-TECHNICAL • VALLEY • WEST

OFFICE OF THE CHIEF FINANCIAL OFFICER / TREASURER

JEANETTE L. GORDON

March 3, 2011

To Whom It May Concern:

In 2001, the Los Angeles Community College District acquired the ERP/SAP 6.0 Financial system to replace its legacy system. We began to engage SAP America and several other consulting firms to implement the SAP Financial System, which includes general ledgers, funds management (budgeting), procurement, projects system (capital construction), and asset management modules. Mr. Hanif Sarangi and the consultants at Phoenix Business Consulting worked with SAP America on the implementation of the project.

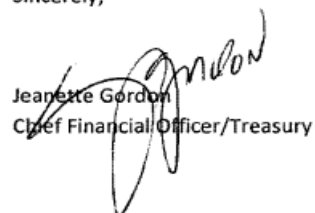
Hanif Sarangi was the Integration Manager and worked with the LACCD staff closely to develop the SAP system for LACCD. Hanif performed quality work in a sometimes stressful and deadline-driven environment. He was an excellent team player and interacted very well with all the staff members. Hanif had excellent knowledge of SAP functionality and technology and was instrumental in the successful go-live of SAP at LACCD in July 2003.

His expertise and services were excellent. After a successful go-live of SAP/Financial, we retained Hanif and his Phoenix Business Consulting firm to support the transition and to continue to work for the district on FI and HRS integration. When we launched the SAP Human Resources and Payroll system in 2005, Phoenix Business Consulting helped with our HR/Payroll implementation which went live in 2007.

For the past 9 years, the staff at Phoenix Business Consulting has been supporting the LACCD systems through production support activities and upgrade projects. Currently we have 6 Phoenix Business Consulting resource staff on-site doing production support activities in HR, Portals, FI/CO/MM and ABAP, and helping with a new Plant Maintenance project with Build-LACCD and an upgrade of our 4.7 systems to ECC 6.0 EHP4.

I have been pleased with the work performed by Hanif Sarangi and the staff of Phoenix Business Consulting and would recommend their services. Please do not hesitate to contact me at (213) 891-2090 if you have any questions or need further references about their work.

Sincerely,



Jeanette Gordon  
Chief Financial Officer/Treasury

770 WILSHIRE BLVD., LOS ANGELES, CALIFORNIA 90017-3896 • (213) 891-2090 • FAX (213) 891-2193

### 3.13 CITY OF TOLEDO, OH

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## CITY OF TOLEDO



### DEPARTMENT OF FINANCE

February 24, 2011

To Whom It May Concern:

In 2008, the City of Toledo, Ohio embarked on the installation of a \$12.6 million ERP system utilizing SAP ERP 6.0 Enhancement Pack 4 and BI 7.0. After a competitive selection process, we hired Hanif Sarangi of Phoenix Business Consulting to represent Toledo's interests and act as our Project Manager.

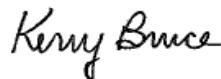
We were impressed with Phoenix's level of expertise, responsiveness and pricing. When we determined that we needed additional consulting services on the project relating to functional consulting and end-user training, we did not hesitate to call upon Phoenix to provide the services. The Phoenix team always focused on best business practices and change management during the implementation. Under Phoenix's guidance, the project went live in May 2009 and came in under budget. There were no significant system issues with the implementation.

Near the end of the project, we solicited proposals for a 3-year contract to provide production support for the ERP system. After a rigorous examination of firms, the evaluation team unanimously selected Phoenix Business Consulting to provide the support services. The contract was awarded in June 2009 and Phoenix is currently providing project management, functional consulting, end-user training, ABAP, Basis and BI consulting services as required for the production support of Toledo's ERP system.

As the ERP project director and main consulting contact, I continue to be impressed with Phoenix Business Consulting's services. Just as important as their SAP skills, all of the Phoenix staff are easy to work with, flexible and dedicated to Toledo's best interests. I would highly recommend Phoenix Business Consulting as system implementers and functional consultants.

Please feel free to contact me if you have any questions or need a reference for their work.

Very truly yours,



Kerry Bruce  
ERP Administrator

One Government Center, Suite 2020  
Toledo, Ohio 43604  
(419) 936-3732

### 3.14 TEXAS STATE UNIVERSITY, SAN MARCOS



3-4-11

To Whom It May Concern:

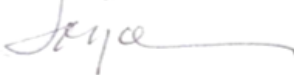
Texas State University went live in July of 2004 with SAP 4.7 Financials, Materials Management and HR along with public sector industry modules Funds Management, Grants Management and Position Budget Control. We had a team of independent consultants that helped us with our implementation. Hanif Sarangi of Phoenix Consulting was one of our implementation partners. I personally worked with Hanif, Bill Parsons, Patrick Huynh, Duane Mailman and Sandeep Velkuru on various parts of our ERP project.

Our project was a 20 month project that was completed on time and on budget. This team did an outstanding job of helping Texas State on both the functional and technical side of the house. It was critical to the University that we not only brought up a state of the art ERP system but also that our University staff must be able to support that system after the project completion. This group of individuals did a great job of transferring their knowledge to our University team again on both the functional and technical side of the house. They were so successful in sharing their knowledge that when it came time to upgrade to ECC 6.0, we were able to take on that upgrade without needing to bring in any consulting staff to assist.

These individuals know the software and bring with them great skill sets to get their job done efficiently and effectively. They documented their work thoroughly which helped the Texas State team learn as we went through the project. The Phoenix staff is easy to work with and showed flexibility when needed with our project schedule.

As the Associate Director of Enterprises Systems at Texas State I am responsible for our SAP applications and I would not hesitate to hire this team from Phoenix Consulting again. I recommend them to anyone looking for an excellent SAP functional and technical consulting partner. If you have any questions about our experience with Hanif and Phoenix feel free to send an email or give me a call.

Sincerely,



Joyce Munoz  
Associate Director  
Enterprise Systems  
[jm47@txstate.edu](mailto:jm47@txstate.edu)  
512-245-7144

TECHNOLOGY RESOURCES

601 UNIVERSITY DRIVE | SAN MARCOS, TEXAS 78666-4615 | phone 512.245.2501 | [www.txstate.edu](http://www.txstate.edu)

*Texas State University-San Marcos, founded in 1899, is a member of The Texas State University System.*

### 3.15 MIAMI DADE COUNTY PUBLIC SCHOOLS, FL



## Miami-Dade County Public Schools

*giving our students the world*

**Superintendent of Schools**  
**Alberto M. Carvalho**

**Associate Superintendent and Chief Financial Officer**  
**Richard H. Hinds**

**Chief Information Officer**  
**Deborah C. Karcher**

**Miami-Dade County School Board**  
**Dr. Solomon C. Stinson, Chair**  
**Perla Tabares Hantman, Vice Chair**  
**Agustín J. Barrera**  
**Renier Díaz de la Portilla**  
**Dr. Lawrence S. Feldman**  
**Dr. Wilbert "Tee" Holloway**  
**Dr. Martin S. Karp**  
**Ana Rivas Logan**  
**Dr. Marta Pérez**

February 23, 2010

Dear Hanif Sarangi,

This letter is to recognize your company's contribution and strategic support for the implementation of Finance module. By now we have begun our shift from our legacy systems to SAP. The District and ERP Team executed this implementation with finesse, calmness, and precision running contrary to most ERP implementations.

This was a very difficult project in that there was very little time, resources and budget left to implement the plan after the District terminated its contract with Deloitte. The morale was low and the task before us was immense. The financial restrictions tied to this project added even more pressure in meeting the deadlines. Month after month for the past year the team continued to make progress and meet each milestone.

We brought together, at its peak approximately 146 people to implement the OM/PA, e-Recruiting and Finance/Procurement. The ERP Team is comprised of both internal and external individuals. The Team worked seamlessly and tirelessly as if everyone had been together for years.

The M-DCPS's SAP Finance implementation had a high level of acceptance amongst the employees of the school district. Phoenix was instrumental in delivering a very successful go-live, which was delivered on-time and on a budget without significant disruption to the operations of the District. By providing the right advice and methodology on how to implement SAP in a K-12 Public Sector Environment and staffing the team with the right consulting skills to resolve critical IT Management, Functional, and Technical Issues facing the district was instrumental.

Thank you again for your dedication and support. It was my pleasure to work with you.



**Debbie Karcher**  
**Chief Information Officer**  
**Miami-Dade County Public Schools**

Information Technology Services • 13135 SW 26 Street • Miami, FL 33175  
305-995-3751 • [www.dadeschools.net](http://www.dadeschools.net)

### 3.16 UNICOR, BUREAU OF FEDERAL PRISONS

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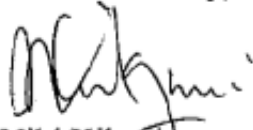
To Whom It May Concern,

UNICOR, Federal Prison Industries is a self-sustaining, self-funded corporation established in 1934 by executive order to create a voluntary real-world work program to train federal inmates. UNICOR operates in over 100 federal prisons throughout the USA. UNICOR has approximately 20,000 employees and a budget of about 1 billion.

UNICOR began an SAP implementation in 2000 and originally hired Plaut Consulting and SAP America to do the implementation. Shortly after starting the Business Blueprint, UNICOR hired Phoenix Business Consulting as its system integrators to continue and finish the project. UNICOR successfully went live in 2001 with FI, CO, MM, SD, PP, BW and Portal applications.

I worked closely with Hanif Sarangi and the consultants of Phoenix Business Consulting in their implementation of SAP at UNICOR in my capacity as the finance lead on the project. I was pleased with their performance on the project and their ability to successfully deliver the project on time and budget. To my knowledge, we had no issues with either the firm or the consultants and the implementation was a success. I would recommend Phoenix Business Consulting to other firms interested in implementing SAP.

Yours Sincerely,



Niki Kikani  
nikikikani@yahoo.com  
703-628-7171



### 3.17 UNIVERSITY OF KENTUCKY

---

The University of Kentucky is a research-intensive, land grant university serving the Commonwealth of Kentucky. With approximately 25,000 students and 12,000 employees and an annual budget of over \$2.4 billion, UK is a major economic force in our state. We implemented SAP from 2004-2008. We successfully went live with FI, CO, MM, SD, BW, HR, Payroll, GM, PM, SLCM, and Portal applications. We are currently working on an SRM project.

I served as Functional Lead for the project and have served as Director of the support organization since 2008. I have worked with Hanif Sarangi and the consultants of Phoenix Business Consulting through our implementation and during the ongoing support and maintenance. I was pleased with their performance on the project and their ability to successfully deliver activities on time and budget. To my knowledge, we had no issues with either the firm or the consultants and the implementation is considered a success.

The individuals that we have the most interaction with include Hanif Sarangi, Madhu Kolla, Patrick Huynh, John Cunningham, Bill Parsons. Each of these consultants are knowledgeable, professional, ethical, and enjoyable. They are all individuals that we have used repeatedly and plan to do so again.

We continue to use their services and would recommend this firm to other organizations looking for similar services. Please do not hesitate to contact me if you would like additional information.

J. David Hardison, DMD, MBA  
Professor and Director, Enterprise Applications Group  
University of Kentucky  
630 S. Broadway  
Lexington, KY 40506-0564  
(859)323-8615

### 3.18 CITY OF PHOENIX (REFERENCE QUESTIONNAIRE)

| Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rating (select one)                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| 1. How would you rate the Bidder's ability to deliver products/services in a timely manner?                                                                                                                                                                                                                                                                                                                                                                                                                     | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| 2. How would you rate the Bidder's quality of service delivery?                                                                                                                                                                                                                                                                                                                                                                                                                                                 | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| 3. How would you rate the Bidder's system testing and documentation?                                                                                                                                                                                                                                                                                                                                                                                                                                            | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| 4. How would you rate the Bidder's Customer Service?                                                                                                                                                                                                                                                                                                                                                                                                                                                            | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| 5. How would you rate the Bidder's Performance Support?                                                                                                                                                                                                                                                                                                                                                                                                                                                         | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| 6. How would you rate your level of overall satisfaction with the Bidder?                                                                                                                                                                                                                                                                                                                                                                                                                                       | N/A ① ② ③ ④ <input checked="" type="checkbox"/> |
| <p>Additional comments:</p> <p>PBC has been a great partner for the city of Phoenix. They have been flexible with scheduling + Timelines (SRM). They delivered all the items in scope within our new timeline. The install was very good, the documentation is excellent, the BASIS staff were very qualified as well. The staff they brought for the SRM functional were all exceptional, very knowledgeable with the product and public sector business processes (including FM and carry forward flags).</p> |                                                 |

Customer's Signature: \_\_\_\_\_

Date: 3-8-16

Les Stotler, Deputy Finance Director ERP/TAX, SAP Operations Manager (ret.)

602-495-7063

les.stotler@phoenix.go

## APPENDIX 2- KEY PROJECT TEAM MEMBERS

---

Phoenix Business Consulting proposes a dedicated Account Management team of experienced staffing and delivery professionals who will provide day-to-day oversight and support for the WV Veterans Nursing Facility (WVVNF) throughout the Contract. The team will serve as the primary point of contact for WVVNF and will coordinate staffing requests, candidate submissions, onboarding and offboarding, staff performance, scheduling support, issue resolution, and escalations.

The proposed Project Executive, Project/Account Manager, and supporting Account Management resources bring extensive experience supporting public-sector staffing and consulting engagements. Their experience in workforce coordination, recruiting, client communication, compliance, and staffing operations will enable Phoenix to respond effectively to WVVNF's RN, LPN, and HSW staffing requirements.

The proposed team is structured to provide responsive communication, continuity of service, timely issue resolution, and proactive staffing support throughout the Contract. Bios for the proposed team members are included with our response, to assist the Agency in evaluating their qualifications and relevant experience

### 3.18.1 PROJECT EXECUTIVE / EXECUTIVE SPONSOR – HANIF SARANGI

---



Founder and President of Phoenix Business Consulting, Hanif Sarangi is one of the leading practitioners of SAP Best Practices in the United States. A working consultant with decades of experience, he is widely recognized for his expertise in SAP project implementations. Hanif is a Chartered Accountant (CA), Certified Public Sector Integrator, and a Certified Management Consultant (CMC) who has managed audits of many organizations in a variety of industries. Hanif has worked as an SAP Certified Instructor and taught dozens of classes for SAP America including the Public Sector classes, ASAP implementation approach and the Finance Academy. He has also worked as an Expert Witness and has reviewed dozens of projects.

Hanif has over 24 years SAP experience and has spent 22 years supporting the Public Sector, including extensive experience in utilities. He is one of the most experienced Public Sector resources in the industry, having **worked as the Engagement/Project Manager for dozens of SAP Implementation projects** including:



- Houston Independent School District
- City of Houston
- City of Phoenix
- Los Angeles Unified School District
- City of Toledo (Department of Public Utilities (DPU) and Department of Finance)
- Durham County
- Los Angeles Community College School District
- National Bank of Chicago
- MIT
- US Federal Prison System
- National Grid
- Imperial Irrigation District
- State of Arkansas
- State of Mississippi
- State of Florida
- State of Texas
- City of San Antonio
- Westinghouse Savannah River Nuclear Plant
- Sedgwick County
- County of San Luis Obispo
- Lansing Board of Water & Light
- Birmingham Water Works
- Marin County
- Monroe County
- Miami-Dade Public Schools
- Gainesville Regional Utilities

Mr. Sarangi recently completed his engagement as the Program Manager overseeing Houston Independent School District's \$75 million (budgeted) SAP project. He also led LAUSD's highly successful SAP Financials and Procurement project, delivered on time and on within budget, which involved over 100 consultants and project team members, was deployed at over 1000 locations, and supported over 7,000 users and 100,000 employees.

Mr. Sarangi recently completed his engagement as the Program Manager overseeing Houston Independent School District's \$75 million (budgeted) SAP project. He also led LAUSD's highly successful SAP Financials and Procurement project, delivered on time and on within budget, which involved over 100 consultants and project team members, was deployed at over 1000 locations, and supported over 7,000 users and 100,000 employees.

### 3.18.2 PROJECT / ACCOUNT MANAGER—VIKAS PATHAK



Vikas Pathak is Director of Business Operations at Phoenix as well as a Sr. SAP Project Manager in multiple public sectors and global enterprise environments. **He PMP/SAP Activate/ITIL Certified has extensive experience in delivering and managing SAP S/4 HANA implementations, SAP AMS projects and SAP S/4HANA migration projects.** He has over twenty-five (25) years of experience managing large scale IT projects and has delivered over 10 full lifecycle implementations, 17 Application Management Support (AMS) projects, 2 post implementation systems review, and 2 IV&V projects.

Some of his clients include:

|                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Dunn County</li> <li>• Monroe County</li> <li>• Brevard County</li> <li>• California Department of Water Resources</li> <li>• Los Angeles Unified School District</li> <li>• Avnet</li> <li>• WC Bradley</li> <li>• City of San Diego</li> <li>• City of Toledo</li> <li>• Miami Dade Public Schools</li> </ul> | <ul style="list-style-type: none"> <li>• <b>North Jersey Transportation Planning Authority</b></li> <li>• Marin Municipal Water District</li> <li>• Imperial Irrigation District</li> <li>• San Bernardino Unified School District</li> <li>• Durham County</li> <li>• Clark County</li> <li>• City of Phoenix</li> <li>• County of Santa Clara</li> <li>• New York Housing and Community Renewal</li> <li>• City of Houston</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Vikas led Monroe County to a highly successful SAP ECC migration and is currently leading the County’s S/4HANA upgrade project. A very strong Project Manager with extensive project management and people skills, Vikas brings a depth of functional and technical SAP experience that few resources can offer. Vikas is a trusted advisor for our clients and has exceptional leadership, interpersonal, communication, analytical, technical, and organizational skills.

### 3.18.3 PROJECT MANAGER – JOHN KUHN

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John Kuhn is a seasoned HR Program and Project Manager with over 27+ years of experience at SAP, where he has led large-scale global HR transformations, post-merger integrations, and enterprise-wide SuccessFactors implementations. His career reflects deep expertise in cloud-based HCM solutions, project governance, and stakeholder alignment across Fortune 100 organizations including ExxonMobil, Delta Airlines, and Schlumberger. John has consistently delivered results that enhance operational efficiency, strengthen workforce engagement, and align HR strategy with business outcomes. A certified PMP and SAP HR/Payroll professional, he brings a strategic blend of technical acumen and business insight—ensuring that every project is executed with precision, transparency, and measurable impact.

John applies to his extensive background in SAP delivery management and HR transformation to support clients navigating digital modernization and enterprise change. His ability to lead cross-functional teams, develop scalable governance frameworks, and guide executive stakeholders through complex transitions reinforces Phoenix's reputation for excellence in SAP program delivery. Whether driving full-suite SuccessFactors rollouts or orchestrating post-acquisition HR integrations, John brings a steady, solutions-oriented approach that ensures continuity, compliance, and long-term value realization for clients embarking on SAP S/4HANA and HXM initiatives

- SAP America
- SAP SuccessFactors
- Ceridian Corporation

### 3.18.4 PROJECT COORDINATOR - LOLA MINTA

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Lola is an Enthusiastic and energetic IT professional with extensive years in IT working in multiple environments and frameworks (agile & waterfall) cross functional teams. Lola has various Certifications like PSM, CSM, CSPO,SSM etc. She has Hands on experience in interacting with senior IT and business resources, working across business and technology teams to ensure alignment, strong leadership skills, relationship building, teamwork, analytical and problem-solving skills, time management and organizational skills, risk and cost management skills and performance monitoring.

She has experience in creating program/project portfolio plans and execution strategies for complex IT solutions in business transformation scenarios. Implementation with matrixed resources, in onshore/offshore model. Collaboration for teams' synergy in \$10M client deployments. Flexible in adapting to organizations transformation ambiguity, as well as to established structures. Comfortable in the PMO settings and standalone PM performance. Cross-cultural savvy with domestic and international teams.

She has proficient experience in working with various Public Sector organizations and large companies that includes:

|                                                                                                                                                                           |                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Houston Independent School District</li> <li>• Miami-Dade Public Schools</li> <li>• Brevard County</li> <li>• Chevron</li> </ul> | <ul style="list-style-type: none"> <li>• <b>City of Houston</b></li> <li>• Daher Aviation</li> <li>• Nike</li> <li>• Toyota</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|

Lola has excellence in identifying and analyzing 'as is – to be' requirements for solution development. She has turned requirements into deliverables through due diligence in design and project controls for various Big Clients.

### 3.18.5 PROJECT COORDINATOR - JAGADEESAN MANIVANNAN



Jagadeesan Manivannan brings over 20 years of IT experience, including 14+ years of SAP techno-functional expertise. He leads successful SAP HR/HCM, Fiori/UI5, oData, and ABAP implementations across diverse industries. He architects integrated solutions, manages full-cycle implementations, and drives business transformation through SAP NetWeaver Portal, Workflow, and BI. He has served in roles such as Solution Architect, Team Lead, and Developer across multiple SAP modules. He has supported public sector digital transformation by aligning technology with strategic business goals. His notable public sector clients include:

|                                                                                                                                                                          |                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Houston Independent School District</li> <li>• Los Angeles Unified School District</li> <li>• Chicago Public Schools</li> </ul> | <ul style="list-style-type: none"> <li>• Detroit Public Schools</li> <li>• Miami-Dade County Public Schools</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|



Jagadeesan actively collaborates with cross-functional teams, mentors junior consultants, and ensures seamless SAP deployments that meet compliance and performance standards. He has led SAP HR and Payroll upgrades and integrations, particularly in government and education environments. He builds scalable SAP solutions that reduce complexity and support future growth. His work has enabled public sector clients to enhance operational efficiency and improve service delivery.

### 3.18.6 SENIOR TALENT DIRECTOR / ACCOUNT MANAGER – STEVE DANE

Steve Dane, our Senior Talent Director / Account Manager is an accomplished sourcing and recruiting professional with more than **18 years of progressive corporate, agency, and consulting recruitment experience**. He brings a strong track record in **IT staff augmentation**, talent delivery, and workforce acquisition across public sector and commercial environments.

He is recognized for his **strategic and innovative sourcing capabilities**, advanced **candidate assessment skills**, and his ability to build strong relationships with hiring leaders. His consultative approach enables him to understand client needs quickly and deliver high-quality talent pipelines in competitive markets. He is highly energetic, detail-oriented, and excels in managing full-cycle recruitment projects, coordinating large-scale staffing initiatives, and ensuring consistent value creation for clients.

His experience includes supporting multiple large public sector and education organizations, providing both individual staffing placements and team-based talent acquisition programs. **Selected public sector experience includes:**

|                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• State of Mississippi</li><li>• State of Arkansas</li><li>• State of Texas</li><li>• Houston Independent School District</li><li>• City of Houston</li><li>• City of Phoenix</li></ul> | <ul style="list-style-type: none"><li>• Los Angeles Unified School District</li><li>• City of Toledo – Department of Public Utilities (DPU) and Department of Finance</li><li>• Durham County</li><li>• Los Angeles Community College District</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



His proven ability to manage complex staffing engagements, maintain compliance with government hiring requirements, and deliver high-quality candidates makes him a strong asset for the Commonwealth of Pennsylvania’s IT Staff Augmentation Services program.

**3.18.7 STAFFING MANAGER – SATYA PRAVEEN**

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Satya Praveen Garigipati is a senior staffing and workforce solutions leader with over 12 years of experience delivering US IT and non-IT talent acquisition services across public sector and commercial environments. He is widely recognized for his expertise in full-cycle recruitment, large-account delivery, and building high-performing recruiting teams that consistently meet aggressive timelines and compliance requirements. Satya has extensive experience supporting both direct client engagements and Vendor Managed Systems (VMS) programs and is known for his ability to align talent strategies with client business objectives.

With more than a decade of experience supporting US-based staffing environments, Satya has worked extensively on high-volume and niche roles, delivering talent for contract, contract-to-hire, and permanent positions. His experience spans technical, functional, and executive level hiring, and he has been a trusted partner to hiring managers, account managers, and executive leadership in ensuring consistent delivery quality. Satya has supported and delivered staffing services for a broad range of public and private sector organizations, including:

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| • Judicial Council of California      | Miami-Dade Public Schools           |
| • State of Mississippi                | Houston Independent School District |
| • City of Houston                     | State of Florida                    |
| • Los Angeles Unified School District | State of Texas                      |

Throughout his career, Satya has held progressive leadership roles including Lead US IT Recruiter, Senior IT Recruiter, and Assistant Manager – Staffing & Contracts. In his current leadership capacity, he oversees recruiter performance, submission quality, interview pipelines, and contract lifecycle management while continuing to personally recruit for niche and high-priority roles. He has successfully trained and mentored more than 20 recruiters, many of whom have advanced into senior and lead roles and is known for maintaining strong team performance while maintaining low attrition rates and high client satisfaction.

**Exhibit A - Pricing Page**  
**Direct Care Staffing Services**

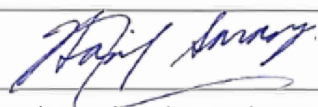
**Registered Nurse (RN)**

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            | \$80.00            | \$ 156,000.00 -        |
| 2        | Weekend Regular Rate    | 750              | \$88.00            | \$ 66,000.00 -         |
|          |                         |                  | <b>Grand Total</b> | <b>\$ 222,000.00 -</b> |

\*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:            | Phoenix Business Consulting   | *Printed Name                                                          | Hanif Sarangi                                                                        |
| Address:           | 6021 Midnight Pass Rd, Unit 3 | Title                                                                  | President                                                                            |
|                    | Sarasota, FL 34242            | *Signature                                                             |  |
| Office Phone:      | (310) 779-9132                | *I hereby certify I am authorized by the Vendor to sign this document. |                                                                                      |
| Cell Phone         | (310) 779-9132                |                                                                        |                                                                                      |
| Fax                | 941-349-6565                  | Email:                                                                 | rfpteam@phoenixteam.com                                                              |

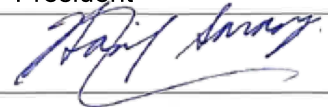
**Exhibit A - Pricing Page**  
**Direct Care Staffing Services**  
**Licensed Practical Nurse (LPN)**

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            | \$ 55.00           | \$ 302,500.00 -        |
| 2        | Weekend Regular Rate    | 2,250            | \$61.00            | \$ 137,250.00 -        |
|          |                         |                  | <b>Grand Total</b> | <b>\$ 439,750.00 -</b> |

\*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:            | Phoenix Business Consulting   | *Printed Name                                                          | Hanif Sarangi,                                                                       |
| Address:           | 6021 Midnight Pass Rd, Unit 3 | Title                                                                  | President                                                                            |
|                    | Sarasota, FL 34242            | *Signature                                                             |  |
| Office Phone:      | (310) 779-9132                | *I hereby certify I am authorized by the Vendor to sign this document. |                                                                                      |
| Cell Phone         | (310) 779-9132                |                                                                        |                                                                                      |
| Fax                | 941-349-6565                  | Email:                                                                 | rfpteam@phoenixteam.com                                                              |

**Exhibit A - Pricing Page**  
**Direct Care Staffing Services**

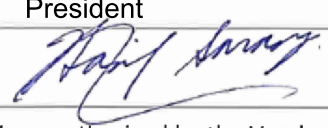
**Health Service Worker (HSW)**

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            | \$40.00            | \$ 250,000.00 -        |
| 2        | Weekend Regular Rate    | 2,500            | \$46.00            | \$ 115,000.00 -        |
|          |                         |                  | <b>Grand Total</b> | <b>\$ 365,000.00 -</b> |

\*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:            | PHOENIX BUSINESS CONSULTING   | *Printed Name                                                          | Hanif Sarangi                                                                        |
| Address:           | 6021 Midnight Pass Rd, Unit 3 | Title                                                                  | President                                                                            |
|                    | Sarasota, FL 34242            | *Signature                                                             |  |
| Office Phone:      | (310) 779-9132                | *I hereby certify I am authorized by the Vendor to sign this document. |                                                                                      |
| Cell Phone         | (310) 779-9132                |                                                                        |                                                                                      |
| Fax                | 941-349-6565                  | Email:                                                                 | rfpteam@phoenixteam.com                                                              |



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

State of West Virginia  
Centralized Request for Quote  
Service - Prof

|                                                       |                            |                         |                                                                                                       |
|-------------------------------------------------------|----------------------------|-------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Proc Folder:</b> 2029895                           |                            |                         | <b>Reason for Modification:</b><br>Addendum No. 1<br><br>To Extend Bid Opening<br><br>To Publish TQ&A |
| <b>Doc Description:</b> Direct Care Staffing Services |                            |                         |                                                                                                       |
| <b>Proc Type:</b> Central Master Agreement            |                            |                         |                                                                                                       |
| <b>Date Issued</b>                                    | <b>Solicitation Closes</b> | <b>Solicitation No</b>  | <b>Version</b>                                                                                        |
| 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:** VS0000053424  
**Vendor Name :** PHOENIX BUSINESS CONSULTING  
**Address :** 6021  
**Street :** Midnight Pass Rd,Unit 3  
**City :** Sarasota  
**State :** Florida **Country :** USA **Zip :** 34242  
**Principal Contact :** Hanif Sarangi  
**Vendor Contact Phone:** (310) 779-9132 **Extension:** None

FOR INFORMATION CONTACT THE BUYER

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

Vendor  
Signature X

FEIN# 36-4217363

DATE 08-20-2026

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

**ADDITIONAL INFORMATION**

Addendum No. 1 is issued for the following:

1. Responses to vendor questions attached. See Attachment A.

2 To modify bid opening date and time to 08/26/2026 at 13:30 (1:30PM EST)

No other changes

\*\*\*\*\*

The West Virginia Purchasing Division, is soliciting bids on behalf of the WV Veterans Nursing Facility, to establish an open-end contract for Direct Care Staffing Services to include RN's LPN's and HSW's per the attached specifications, pricing pages and documentation.

| INVOICE TO                                                                                        |  |  |  | SHIP TO                                                                                         |  |  |  |
|---------------------------------------------------------------------------------------------------|--|--|--|-------------------------------------------------------------------------------------------------|--|--|--|
| DIVISION OF VETERANS<br>AFFAIRS<br>1 FREEDOMS WAY<br><br>CLARKSBURG                      WV<br>US |  |  |  | VETERAN'S NURSING<br>FACILITY<br>1 FREEDOMS WAY<br><br>CLARKSBURG                      WV<br>US |  |  |  |

| Line | Comm Ln Desc                  | Qty | Unit Issue | Unit Price | Total Price |
|------|-------------------------------|-----|------------|------------|-------------|
| 1    | Direct Care Staffing Services |     |            |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 85101601  |              |               |         |

**Extended Description:**

Open-end contract for Direct Care Staffing Services

**SCHEDULE OF EVENTS**

| <u>Line</u> | <u>Event</u>                                        | <u>Event Date</u> |
|-------------|-----------------------------------------------------|-------------------|
| 1           | Technical Questions Deadline: 08/12/2026 at 10:00AM | 2026-08-12        |

|               |                |                               |           |
|---------------|----------------|-------------------------------|-----------|
|               | Document Phase | Document Description          | Page<br>3 |
| VNF2700000001 | Final          | Direct Care Staffing Services |           |

**ADDITIONAL TERMS AND CONDITIONS**

See attached document(s) for additional Terms and Conditions

## **ADDITIONAL TERMS AND CONDITIONS (Architectural and Engineering Contracts Only)**

**1. PLAN AND DRAWING DISTRIBUTION:** All plans and drawings must be completed and available for distribution at least five business days prior to a scheduled pre-bid meeting for the construction or other work related to the plans and drawings.

**2. PROJECT ADDENDA REQUIREMENTS:** The Architect/Engineer and/or Agency shall be required to abide by the following schedule in issuing construction project addenda. The Architect/Engineer shall prepare any addendum materials for which it is responsible, and a list of all vendors that have obtained drawings and specifications for the project. The Architect/Engineer shall then send a copy of the addendum materials and the list of vendors to the State Agency for which the contract is issued to allow the Agency to make any necessary modifications. The addendum and list shall then be forwarded to the Purchasing Division buyer by the Agency. The Purchasing Division buyer shall send the addendum to all interested vendors and, if necessary, extend the bid opening date. Any addendum should be received by the Purchasing Division at least fourteen (14) days prior to the bid opening date.

**3. PRE-BID MEETING RESPONSIBILITIES:** The Architect/Engineer shall be available to attend any pre-bid meeting for the construction or other work resulting from the plans, drawings, or specifications prepared by the Architect/Engineer.

**4. AIA DOCUMENTS:** All construction contracts that will be completed in conjunction with architectural services procured under Chapter 5G of the West Virginia Code will be governed by the attached AIA documents, as amended by the Supplementary Conditions for the State of West Virginia, in addition to the terms and conditions contained herein. The terms and conditions of this document shall prevail over anything contained in the AIA Documents or the Supplementary Conditions.

**5. GREEN BUILDINGS MINIMUM ENERGY STANDARDS:** In accordance with West Virginia Code § 22-29-4, all new building construction projects of public agencies that have not entered the schematic design phase prior to July 1, 2012, or any building construction project receiving state grant funds and appropriations, including public schools, that have not entered the schematic design phase prior to July 1, 2012, shall be designed and constructed complying with the ICC International Energy Conservation Code, adopted by the State Fire Commission, and the ANSI/ASHRAE/IESNA Standard 90.1-2007: Provided, That if any construction project has a commitment of federal funds to pay for a portion of such project, this provision shall only apply to the extent such standards are consistent with the federal standards.

**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) \_\_\_\_\_

(Address) \_\_\_\_\_

(Phone Number) / (Fax Number) \_\_\_\_\_

(email address) \_\_\_\_\_

**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.

(Company) \_\_\_\_\_

(Signature of Authorized Representative) \_\_\_\_\_

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

(Phone Number) (Fax Number) \_\_\_\_\_

(Email Address) \_\_\_\_\_

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.:** \_\_\_\_\_

**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:**

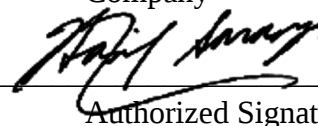
(Check the box next to each addendum received)

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

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

PHOENIX BUSINESS CONSULTING

Company



Authorized Signature

08/21/2026

Date

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

Revised 6/8/2012