



Puerto Rico Medicaid Program Talent Resourcing

July 26, 2023

RFP#: 2023-PRMP-TR-002

ORIGINAL TECHNICAL PROPOSAL

Prepared for:

Puerto Rico Department of Health
Medicaid Program, ATTN: Elizabeth Otero Martinez
268 Luis Muñoz Rivera Ave.
World Plaza – 12th Floor
San Juan, Puerto Rico 00918
Attn: Ms. Elizabeth Otero Martínez
Email: elizabeth.otero@salud.pr.gov

Submitted by:

Capitol Bridge, LLC
671 North Glebe Road
Suite 1600
Arlington, VA 22203
Attn: Kara Volk
Kara.volk@capitolbridge.com

CAPITOL BRIDGE 

Attachment A: Cost Proposal

Instructions: Attachment A: Cost Proposal is a Microsoft Excel spreadsheet that includes instructions for vendors to submit a cost proposal. Vendors may not reformat the PRMP's cost workbook. The cost proposal must be submitted separately from the technical proposal. **Be advised, the PRMP may reject any proposal with a cost workbook that is reformatted and/or not separately sealed.**

The vendor's cost proposal should provide sufficiently detailed information to allow the PRMP to assess the reasonableness of the vendor's cost. The vendor's cost proposal should be inclusive and complete for each area identified in **Attachment A: Cost Proposal**. **The cost proposal should be built assuming that the Talent Resourcing Company contract will be active for one year.** The PRMP's goal is to compare total cost to deliver the scope of work in this RFP; therefore, all Cost Proposals will be evaluated based on a proposed cost and total cost basis.

Costs that are not specified by the vendor in the Cost Workbook will not be considered nor allowable. All assumptions regarding the vendor's Cost Proposal should be included in the identified tab in **Attachment A: Cost Proposal**.

The following are the PRMP's cost assumptions:

1. The Cost Proposal should not include exceptions and additional terms and conditions.
2. The PRMP will not be liable for or pay any fees or costs that the vendor does not identify in its proposal.

For more details and instructions on the cost proposal, please refer to the **Attachment A: Cost Proposal – Cost Workbook** Microsoft Excel spreadsheet.

The Cost Proposal for this solicitation is not included in this document. It has been submitted as a separate document called "Cost Proposal" in both hard and electronic forms to the address noted on the Title Page.

Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents

This section will provide instructions to vendors on what to include for the title page, vendor information, executive summary, and table of contents, as well as how to include subcontractor letters.

- **Title Page**

The vendor should include a title page stating the vendor's intent to bid for this RFP. The vendor's response should include a title page; table of contents; executive summary; and vendor contact and location information.

The vendor should include the following cover letter, signed in blue ink by an authorized signatory legally binding the vendor and include it in the labeled "Original Proposal."

Capitol Bridge has carefully reviewed RFP# 2023-PRMP-TR-002 and has determined that we meet all minimum mandatory requirements and possess the necessary capabilities and expertise to successfully meet all requirements included within the RFP. As such, we intend to bid and have prepared our proposal in accordance with PRMP specifications.

- **Cover Letter**

The vendor should provide the following information regarding the person responsible for completing the vendor response. This person should also be the person the PRMP should contact for questions and/or clarifications.

Name	Kara Volk	Phone	571.213.9575
Address	Ballston Tower Suite 1600 671 North Glebe Road Arlington, VA 22203	Fax	202.217.2413
		Email	kara.volk@capitolbridge.com

Subject to acceptance by the PRMP, the vendor acknowledges that by submitting a response and signing in the space indicated below, the vendor is submitting a formal offer to meet that which is being requested within this RFP.

In addition to providing a signature to *6: Disclosure of Response Contents* in this section, failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response or any resulting contracts.



/ July 24, 2023

Original signature of Signatory Authorized to Legally Bind the Company / **Date**

Name (Typed or Printed)	<u>Nicholas Jordan</u>
Title	<u>Managing Member</u>
Company Name	<u>Capitol Bridge, LLC</u>
Physical Address	<u>671 North Glebe Road; Suite 1600, Arlington, Virginia, 22203</u>
State of Incorporation	<u>Virginia</u>

By signature hereon, the vendor certifies that:

1. All statements and information prepared and submitted in response to this RFP are current, complete, and accurate.
2. The vendor's response meets the requirement of this RFP.
3. The vendor will comply with all federal and Commonwealth laws, rules, and regulations that are in force currently or anytime during the term of a resulting contract.
4. The vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. The PRMP will hold "confidential" all response information, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals. All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded in accordance with the laws of Puerto Rico.
5. The company represented here is an authorized dealer in good standing of the products and services included in this response.
6. The vendor, any subcontracting partners, and its proposed resources are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state, or local governmental entity; are compliant with the Commonwealth's statutes and rules relating to procurement; and are not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://sam.gov/content/home>.
7. Prior to the award, the vendor affirms it will have all current approvals, licenses, or other qualifications needed to conduct business in Puerto Rico.

• **Vendor Information**

The vendor should complete the following information in the subsections below:

- Primary point of contact for any questions pertaining to the vendor’s payment address.
- Address to which the PRMP should send legal notices for any potential future agreements.

2.1 Payment Address

In the table below, the vendor should provide the name, title, and address to which the PRMP should direct payments for the goods and services within this RFP.

Table 4: Payment Information

Payment Information			
Name:	John Cristillo	Title:	Director of Finance
Address:	671 North Glebe Road Suite 1600		
City, State, and ZIP Code:	Arlington, VA 22203		
Phone:	571.429.6662	Fax:	571.320.1194
Email:	John.cristillo@capitolbridge.com		

2.2 Legal Notice Address

In the table below, the vendor should provide the name, title, and address to which the PRMP should send legal notices.

Table 5: Legal Notice Information

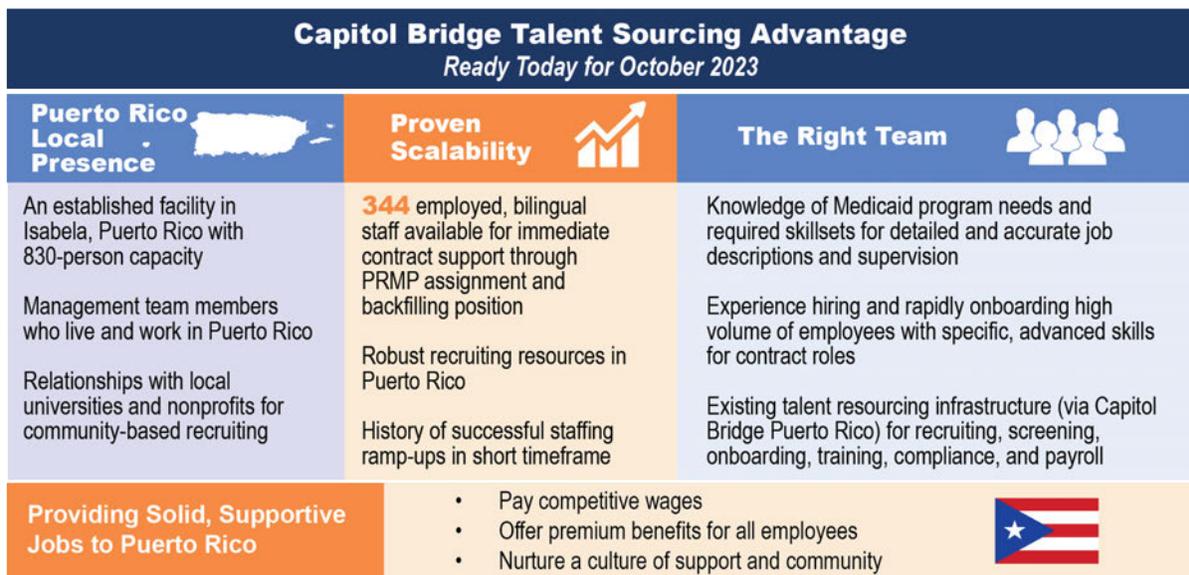
Legal Notice Information			
Name:	Christopher Shiplett, Esq.	Title:	General Counsel
Address:	671 North Glebe Road Suite 1600		
City, State, and ZIP Code:	Arlington, VA 22203		
Phone:	703.801.3245	Fax:	571.320.1194
Email:	Christopher.shiplett@capitolbridge.com		

• **Executive Summary**

This section should be a brief (one to three page) summary of the key aspects of the vendor’s technical proposal. The executive summary should include an overview of the vendor’s qualifications; approach to delivering the services described in the RFP; time frame for delivering the services; the proposed team; and the key advantage(s) of the vendor’s proposal to the PRMP.

B.3.1 Introduction

Capitol Bridge recognizes that the Puerto Rico Department of Health faces the significant challenge of ensuring the Medicaid program is adequately staffed and administered to ensure beneficiaries have access to high quality healthcare coverage. With a relatively high percentage of residents currently receiving Medicaid benefits and greater vulnerability to natural disasters such as hurricanes, the Puerto Rico Medicaid Program (PRMP) must balance the conflicting priorities of fiscal responsibility and federal funding caps with extensive public health needs. To meet this challenge, the PRMP must be supported by a talent resourcing organization that can deliver high-quality, well-trained staff members. Capitol Bridge provides a flexible solution with the ability to rapidly scale Medicaid support staff members based on PRMP needs. In addition to scalability, our talent resourcing solution also focuses on providing the best employment experience possible for the team of resources we provide. A happy, highly motivated team will have a direct correlation to better overall PRMP program results. We provide an overview of the key advantages of our approach under *Figure B.1-1: Key Advantages of Capitol Bridge Proposal*.



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Figure B.3.1-1: Key Advantages of Capitol Bridge Proposal

Although the Public Health Emergency (PHE) unwinding for Puerto Rico began in April 2023, the resulting renewal workload and eligibility increases will impact the agency potentially for years to come with future challenges on the horizon when the increased federal funding extension expires in 2027.

We will help support PRMP through the successful onboarding of existing staff to our employment platform, vetting and recruitment of new staff to meet ongoing agency needs and a strong focus on creating a collaborative working environment with PRMP. Additionally, as an experienced partner to CMS, State Medicaid agencies and MMIS vendors, we understand the

challenges of the end of the PHE, the pressure for timely re-evaluation of eligibility requirements for those beneficiaries wishing to continue receiving Plan Vital and the urgent needs of providers looking to verify Medicaid eligibility during this challenging time.

B.3.2 Capitol Bridge's Qualifications

Capitol Bridge is an established talent resourcing organization with more than 7 years of experience providing thousands of staff in support of Medicare/Medicaid public health programs. We have experienced rapid growth over the past seven (7) years thanks to our ability to rapidly provide staff resources to support mission critical government programs, while maintaining a commitment to operational excellence.

We have significant experience supporting State Medicaid programs, as well as the Federal Medicare program through a variety of contracts with the Centers of Medicare and Medicaid, both as prime and as a subcontractor. This contract will be managed by our Puerto Rico specific subsidiary, Capitol Bridge Puerto Rico, LLC (CB-PR), with direct oversight and shared financial responsibility with Capitol Bridge, LLC. Our PRMP assigned staff will work from PRMP facilities or from our Isabela, Puerto Rico facilities where we currently employ nearly 350 Puerto Rico residents. This facility also executes all recruitment, background checks, training, onboarding, payroll and benefits for our CB-PR employees. We also have access to additional resources for any temporary surges in demand through remote work arrangements, should remote work be authorized.

We are the ideal choice to provide talent sourcing for PRMP based on our unique expertise and stability, existing and long-term Puerto Rico operations and commitment to our employees.

B.3.3 Approach to Delivering the Services

Capitol Bridge intends to deliver talent resourcing services to PRMP Medicaid using our existing infrastructure, process, people, network, benefits structure, payroll capability, business licenses, registrations and success already in place with Capitol Bridge Puerto Rico, our wholly owned subsidiary. CB-PR has nearly 350 employees and most of the Key Staff are from CB-PR. Our approach uses established and proven processes that are based upon one overarching principle: Offering our employees a competitive wage with significant benefits and treating our employees respectfully and fairly maximizes retention and satisfaction.

Capitol Bridge supports our employees with good benefits, including health, dental and vision insurance and "living wages" competitive for the area. For Puerto Rico this means all employees will earn a competitive wage based on skillset and role. Once an employees' basic needs are met, competitive employment, reduced turnover and good productivity require positive relationships and a culture where employees feel welcome. Capitol Bridge fosters job satisfaction, inclusivity and loyalty through our actions. This means offering flexible shifts when the needs of PRMP allow, listening to our employees and providing supportive training and resources. As a quickly growing company, with an emphasis on supporting Puerto Rico, we offer our employees access to career advancement. From a recent employee survey: "The learning experience was challenging and excellent. Capitol Bridge is a workplace with many opportunities to grow."

 *The learning experience was challenging and excellent. Capitol Bridge is a workplace with many opportunities to grow.* 
M.V. Former Quality Agent

B.3.4 Timeline for Delivery of Services

Capitol Bridge is ready to begin this contract today and therefore ready for October 2023. We will begin onboarding all transitioning currently operating staff members to our employment platform whenever authorized by PRMP. We have all the necessary infrastructure in place to create job descriptions, pre-screen candidates (including background checks and any pre-employment testing), hiring, training, human resource compliance, benefits enrollment, and all administration, payroll and taxes. We have included a draft Integrated Master Schedule under *Attachment G, Question X*. This schedule is provided in response to *Global Criterion 4: Initial Project Schedule*, from the *RFP pg. 19*.

B.3.5 Proposed Team

Capitol Bridge will not be using subcontractors and will provide all resources through its existing infrastructure, which includes Capitol Bridge, Puerto Rico. CB-PR is a wholly owned subsidiary of Capitol Bridge and currently employs nearly 350 full-time people in Isabela, PR. Our Class-A facility is modern and hardened for natural disasters, including back-up power for 60 days and redundant internet services.

Our Key Staff take maximum advantage of CB-PR, having employees living and working in Puerto Rico. Our seven Key Staff are already employed by Capitol Bridge and perform talent resourcing services on behalf of our CB-PR facility.

Our existing team is already providing all necessary resources for large-scale recruiting, screening, and hiring efforts, including significant online job listing and advertising support tailored specifically to the skills needed by PRMP.

B.3.7 Risk Analysis

Capitol Bridge is already operating as Capitol Bridge Puerto Rico in Isabela, PR with best-in-class talent resourcing performance. Our talent resourcing team has leveraged our recruiting network to recruit and hire nearly 350 employees, with plans to exceed 500 employees by September 1, 2023.

- This allows us to move very quickly, reducing or eliminating surge-related risk and reducing time to hire.
- Operational risk is negligible since we are already successfully operating all aspects of talent resourcing in PR.
- Capitol Bridge has staffed thousands of employees as a result of our portfolio of projects. We are financially sound, with existing credit lines and great relationships with our financial institutions. This reduces financial risk for PRMP.
- All our business licenses and registrations are in place as a result of Capitol Bridge Puerto Rico facility in Isabela. This reduces or eliminates legal/bureaucratic risk for PRMP.

Our existing presence in Puerto Rico reduces the risk of cultural and operational misunderstandings that can arise when foreign-based entities enter a new market.

- **Subcontractor Letters (If Applicable)**

If applicable, for each proposed subcontractor the vendor should attach to **Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents** a letter from the subcontractor, signed in blue ink by an authorized signatory legally binding the subcontractor, which includes the following information:

- The subcontractor's legal status, federal tax identification number, Data Universal Numbering System (DUNS) number, and principal place of business address.
- The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations.
- A description of the work the subcontractor will perform.
- A statement of the subcontractor's commitment to performing the work if the vendor is selected.
- A statement that the subcontractor has read and understands the RFP and will comply with the requirements of the RFP.
- A statement that the subcontractor will maintain any permits, licenses, and certifications requirements to perform its portion of the work.

B.4 Subcontractor Letters

This effort will be performed entirely by Capitol Bridge, LLC and by Capitol Bridge Puerto Rico, LLC, its wholly owned subsidiary. Subcontractors will not be used.

- **Table of Contents**

This section should contain a table of contents. The table of contents should include all parts of the proposal, including response forms and attachments, identified by section and page number. The table of contents should also include a table of tables, table of figures, etc.

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Attachment F - Requirements Traceability Matrix-2023-PRMP-TR-002 *(The Excel file is provided as a separate file with the Technical Proposal)*

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- **Disclosure of Response Contents**

All vendors selected for negotiation by the PRMP will be given equivalent information concerning cost negotiations. All cost negotiations will be documented for the procurement file.

All materials submitted to the PRMP in response to this RFP shall become the property of the Government of Puerto Rico. Selection or rejection of a response does not affect this right. By submitting a response, a vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. If a vendor determines there is a “trade secret” contained in the proposal, the vendor must send a written notification to the solicitation coordinator when submitting the proposal to help prevent public disclosure of the “trade secret.” A redacted version of the technical proposal must be provided to the PRMP at the time of proposal submission if there are “trade secrets” the proposing vendor wishes to not be made public.

A redacted proposal should be provided separately from the technical and cost envelopes and should be in addition to (not in place of) the actual technical or cost proposal. The PRMP will keep all response information confidential, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals.

Upon completion of response evaluations, indicated by public release of a Notice of Award, the responses, and associated materials will be open for review on the website or at an alternative location as defined by the PRMP. Any “trade secrets” notified by the vendor to the solicitation coordinator will be excluded from public release.

By signing below, I certify that I have reviewed this RFP (and all of the related amendments) in its entirety; understand the requirements, terms, and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the vendor to execute this bid or any documents related thereto on the 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 Puerto Rico agency that may require registration.



Capitol Bridge, LLC

(Company)

Nicholas Jordan, Managing Member

(Representative Name, Title)

703.801.8821 / Fax: 571.320.1194

(Contact Phone/Fax Number)

July 24, 2023

(Date)

Vendor Overview	
Number of Years in Business	12 Years
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	7.5 years; Our first contract providing Talent Resourcing was on March 27, 2016 as a subcontractor to Maximus Federal and Ashlin Management Group on a Department of Labor contract providing technical assistance and staffing support to the Job Corps Student Labor Support Contract to the Job Corps National Office, Regional Office and Job Corps center. This was subcontract FED113S-17-8896. We have continued to provide talent resourcing services placing thousands of staff with state and federal agencies since this first contract.
Number of Employees Providing the Type of Services Specified in the RFP	300 Employees are currently providing healthcare (Medicare and Medicaid) services involving medical records, medical coding, workman's compensation and customer liaison/interaction through our WCRC, (Centers for Medicare and Medicaid (CMS)), NCCI (CMS) and AdQIC (CMS) contracts. We also serve as a subcontractor to Maximus on two additional CMS contracts called EAOS and CCO.
Headquarters in the United States and its Territories	671 North Glebe Road Suite 1600 Arlington, VA 22203
Locations in the United States and its Territories	671 North Glebe Road Suite 1600 Arlington, VA 22203 699 Industrial Ave Isabella, PR 00662 300 Arbor Lake Drive, Suite 1350 Columbia, SC 29223 1200 Colonial Life Blvd West Columbia, SC 29210 15 Schoen Place, 2nd Floor Pittsford, NY 14534

1.2 Subcontractor Overview (If Applicable)

If the proposal includes the use of subcontractor(s), provide all relevant information regarding each subcontractor. This section may be duplicated in its entirety and a page created per subcontractor included.

The vendor is not to change any of the pre-filled cells in the following tables.

7: Subcontractor Overview

Subcontractor Overview	
Company Name	<Response>
Name of Parent Company (If Applicable)	<Response>
Industry – NAICS	<Response>
Type of Legal Entity	<Response>
Company Ownership (e.g., Private/Public, Joint Venture)	<Response>
Number of Full-Time Employees	<Response>
Last Fiscal Year Company Revenue	<Response>
Last Fiscal Year Company Net Income	<Response>
Percentage of Revenue from State and Local Government Clients in the United States and its Territories	<Response>
Number of Years in Business	<Response>
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	<Response>
Number of Employees Providing the Type of Services Specified in the RFP	<Response>
Headquarters in the United States and its Territories	<Response>
Locations in the United States and its Territories	<Response>

Existing Business Relationships with Puerto Rico

Describe any existing or recent (within the last five years) business relationships the vendor or any of its affiliates or proposed subcontractors have with the PRMP and/or Puerto Rico’s municipalities.

C.2 Existing Business Relationships with Puerto Rico

Capitol Bridge, LLC owns Capitol Bridge Puerto Rico, LLC (CB-PR) as a wholly owned subsidiary formed in February 2022. CB-PR is based in Isabella, PR and employs nearly

350 individuals working from our facility in Isabella.

Business Disputes

Provide details of any disciplinary actions and denote any that are pending litigation or Terminated for Cause or Convenience and associated reasons. Also, denote any other administrative actions taken by any jurisdiction or person against the vendor. List and summarize all judicial or administrative proceedings involving your sourcing activities, claims of unlawful employment discrimination and anti-trust suits in which you have been a party within the last five years. If the vendor is a subsidiary, submit information for all parent companies. If the vendor uses subcontractors, associated companies, or consultants that will be involved in any phase of this operation, each of these entities will submit this information as part of the response.

C.3 Business Disputes

Capitol Bridge provides the following response to this RFP's question about ongoing business

[Redacted text block]

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]		
[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]				
[REDACTED]				
[REDACTED]				

[REDACTED]

C.4.2 Reference #2: [REDACTED]

[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]

The vendor should include a project description, contract dates, and contact information (customer points of contact, addresses, telephone numbers, and email addresses). The vendor should explain whether it performed the work as a prime contractor or as a subcontractor.

The vendor is not to change any of the pre-filled cells in the following tables. The vendor may add additional reference tables as necessary.

Subcontractor References (If Applicable)

If the vendor’s proposal includes the use of subcontractor(s), provide three references for each subcontractor. The PRMP prefers references that demonstrate where the prime and subcontractors have worked together in the past.

Table 9: Subcontractor References

Subcontractor Information					
Vendor Name:	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Contact Name:</td> <td></td> </tr> <tr> <td>Contact Phone:</td> <td></td> </tr> </table>	Contact Name:		Contact Phone:	
Contact Name:					
Contact Phone:					
Customer Information					
Customer Organization:	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Contact Name:</td> <td></td> </tr> <tr> <td>Contact Title:</td> <td></td> </tr> </table>	Contact Name:		Contact Title:	
Contact Name:					
Contact Title:					
Customer Address:	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Contact Phone:</td> <td></td> </tr> <tr> <td>Contact Email:</td> <td></td> </tr> </table>	Contact Phone:		Contact Email:	
Contact Phone:					
Contact Email:					
Project Information					
Total Vendor Staff:					
Objectives:					
Description:					
Vendor’s Involvement:					
Key Staff					
Name: (Add more rows as needed)	Role: (Add more rows as needed)				
Name: (Add more rows as needed)	Role: (Add more rows as needed)				
Project Measurements:					
Estimated one-time costs:	Actual one-time costs:				

Subcontractor Information				
Reason(s) for change in one-time cost:				
Original Value of Vendor's Contract:		Actual Total Contract Value:		
Reason(s) for change in value:				
Estimated Start and Completion Dates:	From:		To:	
Actual Start and Completion Dates:	From:		To:	
Reason(s) for the difference between estimated and actual dates:				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontracted activities:				

Attachment D: Vendor Organization and Staffing

This section will provide instructions to vendors to submit their approach to staffing for the Talent Resourcing contract using **Attachment D: Vendor Organization and Staffing**.

Instructions: Staffing strategies are to be employed by the vendor to help ensure all specifications, outcomes, and service levels are met to the satisfaction of the PRMP. The evaluation of the vendor's staffing approach shall be based on the ability of the vendor to satisfy the SOW, outcomes, and requirements stated in this RFP. Therefore, the vendor should present detailed information regarding the qualifications, experience, and expertise of key staff and an Initial Staffing Plan.

For ease of formatting and evaluation, **Attachment D: Vendor Organization and Staffing** provides the required outline for the vendor's response to staffing. The vendor's response to the following should not exceed 10 pages, excluding key personnel resumes and the forms provided in this attachment.

1. Initial Staffing Plan

As part of the vendor's proposal response, the vendor should provide an Initial Staffing Plan. In addition to the requirements described in **Attachment E: Mandatory Specifications, the vendor's narrative description of its proposed Initial Staffing Plan should include:**

- A description of the vendor's proposed team that exhibits the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the scope of work as described in this RFP.
- Organization charts for the operation showing both the vendor staff and their relationship to the PRMP staff that will be required for the delivery of all necessary Talent Resourcing services. The organization chart should denote all key staff and non-key positions with a summary of each key staff's responsibilities.
- Identification of subcontractor staff, if applicable.
- Description of how the prime vendor will manage any subcontractor partnership including but not limited to the performance standards in place between the prime and subcontractor, if applicable.

D.1 Initial Staffing Plan

Capitol Bridge proposes to fulfil the requirements of this contract without the use of any subcontractors.

The initial staffing plan is driven by the organization structure shown in *Figure D.1-1*. This structure includes seven Key Staff that are all existing employees ready for immediate assignment to the PRMP contract. The Key Staff functions, responsibilities and requirements are fully explained within *Tables D.3.1-1* and *D.3.2-1*. The roles and responsibilities of Key Staff as well as other positions shown in *Figure D.1-1* are further described within the narrative below. This team is well-managed, well-trained and currently leads nearly 350 employees from our facility in Isabela, PR.

Our focus on operational excellence makes Capitol Bridge unique among companies that perform

Talent Resourcing for government agencies. We specialize in building robust quality assurance (QA) support and provide our staff members with a comprehensive knowledge management system. When our clients need resources, we start by qualifying excellent candidates and then support those candidates and our clients with a disciplined, professional management framework including Project Management Institute (PMI) guidelines, Lean Six Sigma methodologies and Society for Human Resource Management (SHRM) best practices.

We use this framework to continuously improve our interactions with employees, including the content and delivery of our initial training, on-the-job coaching and best practices in talent management. We will combine our management framework with subject matter experience when working with PRMP to fully understand role requirements prior to creating precise job descriptions, screening candidates and selecting the best candidates for each specific role. Similarly, we manage our supporting workforce of benefit and payroll administrators following the same established best practices.

Capitol Bridge is especially interested in supporting PRMP with this contract as we have developed deep ties to our community in Puerto Rico and a commitment to our Isabela facility and employees. Our Puerto Rico-based employees bring specialized education and proven performance that have impressed our US mainland clients. We are excited for the opportunity to provide similarly talented Puerto Rico employees to serve their own communities through PRMP.

We have also developed the right organizational structure to ensure a stable and continuously successful operation. At Capitol Bridge we begin each engagement with a quality understanding process, part of our established management framework. We gain a true understanding of client needs and values before recruitment and apply these parameters to our best practices to successfully recruit high caliber resources. This understanding and our success relies on open, transparent and frequent communication with our client. For PRMP, we offer transparency and collaboration across all management with a single, dedicated point of contact (POC).

Our Country Manager will serve as the POC for PRMP with our deputy program manager as a back-up contact in the event of an emergency. We welcome PRMP to engage with us. Open collaboration is a key to success and all our interactions will be handled promptly, professionally and with successful outcomes as the center of our engagements.

We will provide thirty (30) days prior written notice to PRMP for any changes to key staff commitments unless the change is due to legally required leave of absence, sickness, death, resignation, or mutually agreed-upon termination of employment of any named individual. For all placed staff members, we will provide a replacement within five (5) business days of employee separation or request by PRMP for additional employees unless there is a legitimate cause for delay. We are able to provide this quick turnaround of PRMP requests by continuously maintaining our pipeline of candidates and regularly screening and preparing employees for work with PRMP during the contract term.



Figure D.1-1: Capitol Bridge Organization for PRMP Talent Resourcing

KEY STAFF

[Redacted text block]

[Redacted text block]

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[REDACTED]

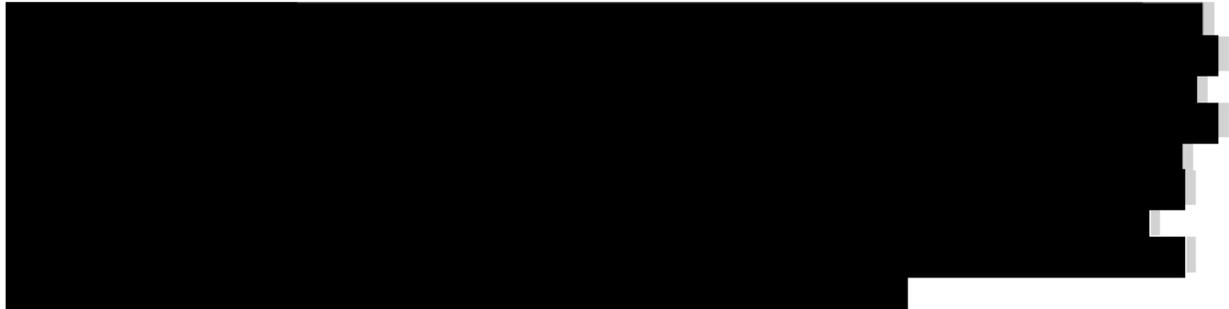
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. Use of the PRMP Staff

Describe the business and technical resources the PRMP should provide to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of this project. Specifically, the vendor should address the following:

- The key PRMP roles necessary to support the requirements and scope of work.
- The nature and extent of the PRMP support required in terms of staff roles and percentage of time available.
- Assistance from the PRMP staff and the experience and qualification levels of required staffing.

The PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor, therefore, should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, the PRMP may reject the vendor's proposal if the PRMP is unwilling or unable to meet the requirements.

Key PRMP Roles Supporting Talent Resourcing Contract

The Key PRMP roles necessary to support the requirements and scope of work within the Talent Resourcing project are described in Figure D.1-1 and within Table D.2-1.

Nature/Extent of the PRMP Support Required

Capitol Bridge is an established and experienced talent resourcing services provider, dedicated to delivering effective services that help our clients achieve their goals. With a proven track record of performance and a strong commitment to excellence, we recognize the significance of a seamless transition, successful deliverables and collaboration between stakeholders, both internally and externally.

In response to the section requesting required support from the PRMP for successful deliverables, we have outlined our business and technical resource requirements in Table D.2-1, *PRMP Staff Support* and as shown in Figure D.1-1, *Capitol Bridge Organization for PRMP Talent Resourcing*, we emphasize the importance of delineated client stakeholder engagement throughout the program's lifecycle. This ensures effective implementation and ongoing success. This approach helps foster collaboration with our clients while also reducing overall program

costs through close coordination.

Our collaboration with PRMP will focus on making ongoing adjustments to our candidate identification, screening and recruiting processes to ensure that PRMP staff time is not wasted with candidates that are not a good fit for the positions being filled. This approach is a part of our continuous process improvement methodology. By using this approach, we will continuously improve the quality of the candidate pool, reduce the time-to-hire and provide data-based reports that include metrics to substantiate overall talent resourcing program improvements. As depicted in Table D.2-1, *PRMP Staff Support*, several of the positions will require a higher percentage of the staff members time during the initial project implementation period. After the implementation, the amount of time required for those PRMP staff members will be scaled down.

Key PRMP Roles

Table D.2-1 below provides an overview of the positions, roles and the percent allocation of time we anticipate each position would need to dedicate to the Talent Resourcing (TR) contract in ideal circumstances.

Talent Resourcing (TR) Position at PRMP	Role - Duties	% Allocation to TR Contract
PRMP Director	Primary Point of Contact for Capitol Bridge Country Manager on all communication; Recipient for all deliverables	10%
PRMP Subject Matter Expert (SME)	An individual with comprehensive knowledge of Puerto Rico's Medicaid program, demonstrating a successful track record of providing valuable guidance to contractors and a clear vision of success for future PRMP contractor candidates	50% During Implementation, as needed post-implementation
PRMP Project Operations Liaison	Monitor all timecard submissions; audit for compliance, collaborate with Capitol Bridge operations team on day-to-day staffing related items that need to be addressed	25%
PRMP Benefits Coordinator	Monitor and audit benefits for transitioning personnel, maintains record of storing Background check and PII training information	50% During Implementation, as needed post-implementation
PRMP Technical Support	Assign, monitor, update all IT equipment, assist Capitol Bridge staff with issues related to PRMP provided IT. Responsible for help resolve staff connectivity issues	50% During Implementation, as needed post-implementation

Table D.2-1: PRMP Staff Support

As we are not currently an incumbent contractor supporting PRMP, the titles for the PRMP staff members will likely not match current PRMP staff titles. However, we have based our table of staff support based on our experience supporting similar projects. From a functional perspective the roles we identified in Table D.2-1, are beneficial to the success of the project. However, we recognize that all programs are different, and we are willing to adjust our PRMP staff support requirements based on PRMP's desired level of involvement.

Assistance from PRMP Staff

Collaboration is one of the key aspects of our talent resourcing approach. We will make every

effort to engage directly with PRMP staff members so that we are able to gain a firm understanding of exactly what the expectations are for the staff members we provide. This is important from both a skills, expertise perspective and also personality standpoint. It is important to note that this collaboration is never finished, it continues throughout the course of the contract and helps us continuously make improvements to better serve the PRMP team.

The experience and qualification levels of required PRMP staff are likely commensurate with the roles we have identified in Table D.2-1 and in Figure D.1-1. As such, all PRMP staff members that will be made available to engage with our talent resourcing team will possess the necessary experience and qualifications to adequately meet their counterparts on our team.

Please note that none of the PRMP staff members identified above and in Table D.2.1-1 are a requirement for our performance. We are ready to support PRMP regardless of our recommendations for PRMP staff support being accepted and will make every effort to minimize the amount of support requested to reduce PRMP's administrative burden.

Experience/Qualification Levels of Staff at PRMP

The experience and qualification levels for staff at PRMP required in support of the PRMP Talent Resourcing program are purposefully intended to be non-burdening to PRMP. We bring to PRMP an experienced management team with the demonstrated ability to successfully recruit, screen, interview, hire and train staff in Puerto Rico. Many aspects of oversight where other vendors may need assistance are not relevant for our firm based on our team's significant level of experience. However, all the PRMP staff positions suggested in Table D.2-1 and Figure D.1-1 should have the following notional experience and qualifications:

- Familiar with PRMP operations, software and IT system having worked at PRMP for at least 90 days.
- Familiar with current workflow and rhythm of the daily regimen at PRMP having worked at PRMP for at least 90 days.
- Familiar with the locations and methodologies for storing past documents, logs, reports and Talent Resourcing records having worked at PRMP for at least 90 days.

3. Key Staff, Resumes, and References

Key staff consist of the vendor's core management team for this engagement. These resources are responsible for providing leadership and creating the standards and processes required for the Talent Resourcing services. Resumes for key staff named in the vendor's proposal should indicate the staff's role and demonstrate how each staff member's experience and qualifications will contribute to this vendor's success.

The experience and responsibilities for each key staff role are defined in **Appendix 2: Key Staff Qualifications, Experience, and Responsibilities**

Vendor Role	Qualifications	Responsibilities
[REDACTED]	[REDACTED]	[REDACTED]

Vendor Role	Qualifications	Responsibilities
[REDACTED]	[REDACTED]	[REDACTED]

Vendor Role	Qualifications	Responsibilities
[REDACTED]	[REDACTED]	[REDACTED]

Vendor Role	Qualifications	Responsibilities
[REDACTED]	[REDACTED]	[REDACTED]

Vendor Role	Qualifications	Responsibilities
[REDACTED]	[REDACTED]	[REDACTED]

Vendor Role	Qualifications	Responsibilities
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>

Table D.3.2-1: Key Staff – Qualifications and Responsibilities

2.1 Resumes

The PRMP considers the key staff resumes as an indicator of the vendor's understanding of the skillsets required for each staffing area and their ability to perform them. The vendor should complete the table below and include resumes of all the individuals who are being initially proposed. Each resume must not exceed three pages and must demonstrate experience relevant to the position proposed. If applicable, resumes should include work performed under the vendor's corporate experience, and the specific functions performed on such engagements. Copies of diplomas, licenses, and credentials are encouraged but are not required, and are not subject to the three-page limit.

Table 10: Proposed Key Staff and Roles

D.4 Key Staff Resumes

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2.2 Key Staff References

The vendor should provide two references for each proposed key staff. The reference should be able to confirm that the staff has successfully demonstrated performing tasks commensurate to the tasks they will perform in alignment with this RFP and the resulting contract.

The name of the person to be contacted, phone number, client name, address, a brief description of work, and date (month and year) of employment should be given for each reference. These references should be able to attest to the candidate's specific qualifications. The reference given should be a person within a client's organization and not a coworker or a contact within the vendor's organization. The PRMP may contact one or more of the references given and the reference should be aware that the PRMP may contact them for this purpose.

Vendors should use the format provided in the table below. Please repeat the rows and tables as necessary.

Table 11: Key Staff References

D.5 Key Staff References

D.5.1 Country Manager; [REDACTED]

[REDACTED]							
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Table D.5.1-1: References; Country Manager

Attachment E: Mandatory Specifications

This section will provide instructions to vendors to respond to mandatory specifications as an attachment titled **Attachment E: Mandatory Specifications**.

Instructions: The mandatory specifications must be agreed to and met by the vendor as a part of the submitted proposal. Failure on the part of the vendor to agree to and meet any of the mandatory specifications may result in their disqualification of the proposal at the sole discretion of the PRMP. The term “must,” stipulates and identifies a mandatory specification. The vendor is to demonstrate compliance with mandatory specifications in its proposal. If the vendor’s proposal meets the mandatory specifications, it will be included in the technical proposal evaluations and may also be included in the cost evaluation of this RFP. For mandatory specifications that involve documentation, vendors should include that documentation with their technical proposal. When appropriate, the vendor’s proposal must provide narrative responses addressing the following subsections.

A line for the vendor to initial follows each subsection below. By initialing each subsection, the vendor certifies that it has reviewed the subsection in its entirety and agrees that the vendor meets, and will continue to meet, each of the requirements in full, for the duration of the contract. In addition, the vendor must also sign upon the line below certifying that it has reviewed these mandatory specifications in their entirety and agrees that the vendor meets, and will continue to meet, each of these mandatory specifications in full, for the duration of the contract.

Submission Requirements

This RFP includes multiple sections that specify proposal submission requirements including but not limited to **1.3 RFP Timeline**, **3.11 Proposal Submittal and Instructions**, and **Attachments**. The vendor must at least meet all proposal submission requirements as part of this RFP, including but not limited to formatting, completeness, timeliness, and accuracy, as described in the aforementioned sections. Failure to meet any of the submission requirements of this RFP may result in disqualification of a proposal, in accordance with **5.4 Failure to Meet Mandatory Specifications**.

NTJ

Initial

Mandatory Requirements

Vendors must provide a response to each of the following mandatory requirements. Vendor responses will then be verified by the PRMP in order to establish and maintain compliance between the PRMP and the Talent Resourcing vendor. The first section requires initialing and narrative explanation, while the second section requires initialing but does not require narrative explanation.

Mandatory Requirements: Narrative Explanation Required

1. The vendor must provide the right of access to systems, facilities, data, and documentation to the PRMP or its designer to conduct audits and inspections as is necessary.

Capitol Bridge will provide open transparency throughout the contract including access to all contract-associated systems, facilities, data and documentation for inspections and audits. We will assist PRMP with gathering any information necessary for investigations or legislative requests. We provide form tracking and compliance through [REDACTED] and accurate, compliant invoicing according to GAAP and monitored through multiple internal reviews prior to submission to PRMP. We have significant experience providing similar access under our contracts with CMS, the State of Florida and the District of Columbia. As a contractor with no known judgments, criminal convictions, or investigations against the company of any of its officers, directors, employees, or agents, we provide a secure, stable partner to PRMP.

2. The vendor must support the PRMP's requests for information in response to activities including, but not limited to:
 - a. Compliance audits
 - b. Investigations
 - c. Legislative requests

Capitol Bridge has an established Compliance Department that is responsible for managing all compliance audits, investigations and legislative requests. Immediately upon notification of such an event, our designated Country Manager will notify our Compliance Department. From that point, our Compliance Department will be responsible for managing our response to audit requests, investigations or legislative requests. This approach ensures impartiality in our response as our Compliance Department is separated from the team that will be dedicated to managing the PRMP Talent Resourcing program. Additionally, we have established protocols and procedures in place to ensure our ability to respond to such requests promptly and accurately. We have leveraged these policies and procedures successfully on other federal and state projects and are confident that they will effectively support the PRMP Talent Resourcing contract as well.

3. The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the PRMP to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.

Capitol Bridge and our wholly-owned subsidiary Capitol Bridge-PR do not have any relationships that would impact our ability to perform under the PRMP Talent Resourcing contract. As such, Capitol Bridge does not have a parent organization, or affiliate that

would need to provide permission for PRMP to access our records. Capitol Bridge has full authorization to provide such access to Capitol Bridge and Capitol Bridge-PR records and agrees to provide such access if requested by PRMP.

4. The vendor must help ensure that all applications inclusive of internet, intranet, and extranet associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Capitol Bridge is fully committed to ensuring that all applications, inclusive of internet, intranet and extranet systems associated with this contract, adhere to the guidelines set forth by Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Our team at Capitol Bridge possesses extensive expertise and experience in implementing Section 508 requirements in past contracts, particularly evident in our work with CMS on the WCRC project (refer to Section C.4 for details). We understand the significance of accessibility in government systems and are well-versed in best practices for achieving and maintaining compliance.

To further emphasize our commitment to Section 508 compliance, Capitol Bridge has established internal processes and quality assurance measures to ensure that accessibility features are integrated into the design and development of all applications throughout the contract's lifecycle. Our experienced team members are trained to identify potential accessibility barriers and proactively address them during the development process, thus fostering an inclusive user experience for all individuals, regardless of disability.

Moreover, as part of our commitment to continuous improvement, Capitol Bridge will regularly conduct accessibility audits and user testing to verify that the applications meet the evolving standards of Section 508 and address any emerging issues promptly. We will maintain open channels of communication with our clients and stakeholders to ensure that any accessibility-related concerns or updates are promptly addressed throughout the duration of the contract.

Capitol Bridge is well-prepared to deliver Section 508 compliant applications and our track record with past CMS contracts exemplifies our dedication to accessibility and inclusivity. We are eager to leverage our experience and expertise to provide innovative, accessible solutions that align with the goals of the contract and deliver an exceptional user experience for all users.

5. The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to the PRMP. In making this determination, the PRMP will evaluate whether the vendor is meeting service levels as defined in the contract.

Capitol Bridge commits to providing increased staffing levels if our team responsible for managing the PRMP Talent Resourcing program is not meeting requirements, timelines, quality, or other service level agreements as determined by PRMP. However, we have significant experience rapidly recruiting, screening, interviewing and hiring employees and are confident we can help improve the PRMP time to hire. We proactively recruit for

common positions to keep a pipeline of candidates available for common positions and routinely evaluate those pipelines to ensure we have adequate coverage for surge periods, or to replace existing staff that are under-performing. Our team also continuously evaluates screening procedures to enhance the quality of our candidate pool. We have successfully used this approach to:

- [REDACTED]
- [REDACTED]
- [REDACTED]

Capitol Bridge is very confident of meeting the staffing needs of PRMP. We also understand that PRMP will evaluate our service levels to determine the adequacy of our efforts. To this latter point, we will ensure that our communications with PRMP are frequent, concise, candid and constructive to alleviate or at least mitigate any shortcomings.

6. The vendor must provide evidence that staff have completed and signed all necessary forms prior to executing work for the contract.

Capitol Bridge uses [REDACTED] software for our hiring and onboarding process. [REDACTED] has built-in signing tracking and documentation generation capabilities that will allow our Human Resources team to accurately track and verify that all staff completed the necessary paperwork prior to executing work on the PRMP Talent Resourcing contract. The benefit of [REDACTED] is that it has active monitoring, reminders, alerts, annual compliance forms as well as a by-employee inventory of all executed paperwork. By using [REDACTED] our HR staff will be able to efficiently verify that all necessary paperwork is in-place, current and in compliance with legal requirements. It also provides the ability to generate reports, both established and ad-hoc, for the PRMP management team.

Our corporate staff is robust with offices across the United States mainland as well as in Isabela, Puerto Rico. Many of these contracts were with CMS, which requires exceptionally stringent documentation for all personnel. We are experienced and as a result, confident of performing with similar levels of expertise and professionalism on behalf of the PRMP Talent Resourcing contract and will ensure that all staff have completed and signed all necessary forms prior to executing work for the contract. All evidence of such efforts will be retained over the life of the contract and provided to PRMP, if desired.

7. The vendor staff must not have the capability to access, edit, and share personal data, with unauthorized staff, including but not limited to:
 - a. Protected Health Information (PHI)
 - b. Personally Identifiable Information (PII)
 - c. Financial Transaction Information
 - d. Federal Tax Information

- e. Social Security Administration (SSA) data including, but not limited to family, friends, and acquaintance information

Privacy and confidentiality are critical to our successful staffing operations. As such, we require all employees to complete mandatory privacy and HIPAA training and review and acknowledge our privacy policies in writing. We will monitor role-based access in collaboration with PRMP and train our staff and supervisors to thoroughly understand protected health information (PHI), Personally Identifiable Information (PII) and protected financial information permitted use based on the PRMP assigned roles and permissions and in accordance with our business associate agreement.

Capitol Bridge has been performing very complex and exceedingly confidential audits of Medicare accounts, coding and insurance companies for many years. These efforts involve PHI, federal tax information and SSA information. We have also performed significant work for the State of Florida as well as for the District of Columbia with Unemployment Insurance (UI) claims and adjudication. Both functional sectors require frequent (nearly continuous) exposure to sensitive information. Capitol Bridge trains its employees to avoid errors when exposed to PII and other types of personal data and to date has not had any breach of protected data. As a result, we are confident that our training of PRMP employees will be similarly thorough and effective and that our PRMP employees will not have the unauthorized capability to edit or share personal data with unauthorized staff.

Mandatory Requirements: No Narrative Explanation Required

- The vendor must comply with current and future Puerto Rico and federal regulations as necessary to support the services outlined in this RFP.
- The vendor must perform according to approved SLAs and associated metrics in the areas listed in **Appendix 1: Service-Level Agreements and Performance Standards**.
- The vendor must provide a drug-free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract. (Drug-Free Workplace Act of 1988)
- The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.
- The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.
- The vendor must serve as a trusted partner to the PRMP and represent the PRMP's interests in all activities performed under the resulting contract.
- On a monthly basis the vendor must, at a minimum, include the standard invoice package contents for the PRMP, including, but not limited to:
 - a. An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee

of the PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor’s contract. Invoices that do not include this certification will not be paid.

- b. Provide the PRMP with a list of all services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work.
- c. Provide the PRMP with three physical and one electronic invoice packages in support of the PRMP’s review and approval of each invoice.
 - i. Invoice Package #1 – Original Signature and Hard Copy
 - ii. Invoice Packages #2 - #3 – Hard Copy
 - iii. Invoice Package #4 – Electronic
- The vendor must agree that the PRMP retains ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period.

NJS

Initial

Mandatory Qualifications

The vendor must complete this section to demonstrate that it has the experience needed to meet the requirements in this RFP. The table below lists each mandatory qualification. The vendor must note whether it meets the qualification and provide narrative demonstrating fulfillment of the requirement.

Table 12: Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets?		Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
The vendor must have a minimum of 7 years of experience performing talent resourcing.	YES	NO	Yes, we have more than 7 years of experience providing talent resourcing services. Our first contract providing Talent Resourcing was on March 27, 2016 as a subcontractor to Maximus Federal and Ashlin Management Group on a Department of Labor contract providing technical assistance and staffing support to the Job Corps Student Labor Support

Mandatory Qualification Item(s)	Vendor Meets?		Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
			Contract to the Job Corps National Office, Regional Office and Job Corps center. This was subcontract number FED113S-17-8896. We have continued to provide talent resourcing services placing thousands of staff the CMS and, more recently, to/with the State of Florida, District of Columbia, State of Delaware and others. See Section C.4.
Possesses all applicable licenses, certificates, permits, or other authorizations required by governmental authorities.	YES	NO	Yes, Capitol Bridge Puerto Rico (CB-PR) is a wholly owned subsidiary of Capitol Bridge and has been operating since February 2022. CB-PR currently has nearly 350 full-time employees working in our facility in Isabela. As a result of these past efforts, Capitol Bridge has all licenses, permits and other authorizations in place.
The vendor must include at least three references from clients within the last five years that demonstrate the vendor's ability to perform the scope of the work described in this RFP. The vendor must include references from three different projects/clients that provide details on the vendor's experience on managing all the process of talent resourcing .	YES	NO	<p>Yes, we have included four (4) references under <i>Section C.4</i>, demonstrating our Talent Resourcing experience. These references include:</p> <ul style="list-style-type: none"> █ [REDACTED] █ [REDACTED] █ [REDACTED] █ [REDACTED] <p>All the references we provided are highly relevant to the PRMP Talent Resourcing program, as they all required our team to recruit, interview and hire a large number of employees to support highly specialized programs.</p>

NTJ
Initial

By signing below, I certify that I have reviewed these mandatory specifications in their entirety and agree that the vendor meets, and will continue to meet, each of these mandatory specifications in full.


Capitol Bridge, LLC

(Company)

Nicholas Jordan, Managing Member

(Representative Name, Title)

Tel.: 703.801.8821 Fax: 571.320.1194

(Contact Phone/Fax Number)

July 24, 2023

(Date)

Attachment F: Requirements Traceability Matrix (RTM)

See the attached Microsoft Excel file titled **Attachment F: Requirements Traceability Matrix (RTM)**. Please review the following instructions:

1. The vendor must note compliance with each requirement and each requirement's associated measure, metric, target setting, performance standard, and liquidated damage.
2. Vendor's Disposition values are outlined below:
 - a. **“Will Meet”**: The vendor agrees to meet the requirements and each requirement's associated measure, metric, target setting, performance standard, and liquidated damage. The vendor must respond with “Will Meet” for each requirement for the proposal to be considered responsive to the PRMP requirements and be further evaluated.
 - b. **“Will Not Meet”**: The vendor declines to meet the requirement and each requirement's associated measure, metric, target setting, performance standard, and liquidated damage. If a vendor responds with “Will Not Meet” to one or more requirements, the proposal will be considered non-responsive and may be disqualified per **Attachment E: Mandatory Specifications and 5.4 Failure to Meet Mandatory Specifications**.
 - c. If a vendor responds with “Will Not Meet” to one or more requirement, the proposal will be considered non-responsive and may be disqualified per **Attachment E: Mandatory Specifications and 5.4 Failure to Meet Mandatory Specifications**.
3. All requirements must contain one of the values identified above. **Any requirement without a Vendor's Disposition response value will be considered “Will Not Meet.”**
4. The vendor must provide the attachment, section, and page number(s) where their detailed narrative response for each requirement resides, providing the PRMP with a crosswalk and helping to ensure that each requirement specified in Attachment F is included in the vendor's response.

The Capitol Bridge **Attachment F: Requirements Traceability Matrix (RTM)** response is a Microsoft Excel spreadsheet submitted with the Technical Proposal as a separate file.

Attachment F: Requirements Traceability Matrix (RTM) Crosswalk

F.1 Tab A: Requirements Crosswalk

Requirements Description	Attachment	Section	Page Number
1. The company must provide written verification certifying that all temporary employees provided by the company will be considered employees of the company, or of the company subcontractors, as applicable, and that the company or company subcontractor will be responsible for maintaining at all times, suitable minimum coverage and all payroll taxes.	Attachment G	Section G.A	Page 84
2. The company agree's that there is no guarantee of any minimum number of services that may be requested during the term of the contract.	Attachment G	Section G.C	Pages 86 - 88
3. Temporary personnel supplied by the Company must meet minimum qualifications as specified by the Medicaid Program.	Attachment G	Section G.X	Pages 108 - 110
4. Temporary employees should be available for the entire length of the assignment. Every attempt must be made to minimize staffing gaps. As a minimum, a replacement employee must be made available within five (5) business days of employee separation or request by the PRMP for additional employees.	Attachment G	Section G.X	Pages 108 - 110
5. PRMP will have the right at any time to refuse any temporary personnel supplied by the Company for any job-related deficiency and to request immediate removal of the employee. Refusal of any temporary personnel shall not be denied equal protection of the laws; nor shall any individual be denied the enjoyment of his or her civil or political rights or be discriminated against because of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight.	Attachment G	Section G.U	Page 104
6. The Company shall assign a single point of contact to coordinate and assist in any employment requests,	Attachment G	Section G.N	Pages 99 - 100

	Requirements Description	Attachment	Section	Page Number
	availability, scheduling, billing, contract compliance requirements, reports and problem solving. When requested, the Company must meet periodically with PRMP to discuss all services.			
7.	PRMP will assign, and identify to the Company, the person(s) who are authorized to request temporary personnel. A telephone call from the PRMP authorized representative along with an order shall constitute a job request for service under this contract. PRMP will not pay any invoices without a written purchase order.	Attachment G	Section G.C	Pages 86 - 88
8.	All hours worked must be approved on a weekly basis by the area supervisor.	Attachment G	Section G.K	Page 98
9.	If at any point, PRMP determines the contract employee is not performing their duties to the PRMP standard, the Company, upon notice from PRMP shall remove the temporary personnel from the assignment at no charge to PRMP, and the Company shall find a suitable replacement.	Attachment G	Section G.I Section G.N	Pages 98 - 99 Pages 99 - 100
10.	The Company shall provide a usage report on a quarterly basis to the PRMP representative named upon award. It shall contain the number of people sent in a particular job classification and total payments received.	Attachment G	Section G.Q.1.a	Page 101
11.	All work under this contract must be performed by properly trained and competent personnel within the specific job description and must be in accordance with industry standards.	Attachment G	Section G.C Section G.E Section G.F	Pages 86 – 88 Pages 90 - 92 Pages 92 - 93
12.	The Company shall be responsible at all times for the actions and work of its personnel.	Attachment G	Section G.N	Pages 99 – 100
13.	The Company must notify PRMP immediately should any personnel supplied under this contract, loses their credentials, licensure, and/or certifications required to perform the job while working for PRMP.	Attachment G	Section G.W Section G.N	Pages 105 - 107 Pages 99 - 100
14.	The Company must have all applicable insurances: a. Commercial General Liability. b. Public Responsibility Insurance, Hired Auto coverage and Non- Owned Auto coverage. c. Error and Omissions Professional Liability. d. Any other requested by PRMP.	Attachment G	Section G.B.4	Page 85

	Requirements Description	Attachment	Section	Page Number
15.	ALL INCLUSIVE SERVICES – Additional work necessary to meet the terms of service under the above scope of work should be identified and included in Proposals.	Attachment D	Section D: Staffing Plan	Pages 27 – 59
		Attachment G	Section G.A to G.Y	Pages- 84 - 110

Table F.1-1: Tab A – Requirements Crosswalk

F.2 Tab B: SLAs Crosswalk

1.	Requirements Description	Attachment	Section	Page Number
	All emails received must be acknowledged within twenty-four (24) hours of receipt and responded within three (3) business days unless otherwise approved by PRMP.		Section G.C	Pages 86 - 88
	The vendor must forward to the designated PRMP staff within one (1) calendar day those inquiries that are either: a. Determined to be outside the response scope for the vendor b. Should be handled by PRMP staff.		Section G.C	Pages 86 - 88
	During the entire duration of the contract, key staff commitments made by the vendor must not be changed without thirty (30) days prior written notice to PRMP unless due to legally required leave of absence, sickness, death, resignation, or mutually agreed-upon termination of employment of any named individual.		Section D.1, paragraph 8	
	The vendor will replace key staff in a timely fashion. Replacement of key staff will take place within thirty (30) calendar days of removal unless a longer period is approved by PRMP's authorized representative.		Section G.S	Pages 103 - 104
	The vendor will prepare agendas and distribute each agenda and any documents to be addressed at the meeting at least one (1) Business Day before the meeting, unless waived by PRMP. Meeting agendas will include the required information as detailed in this RFP's Deliverables Dictionary.		Section G.Q.7.a	Pages 101 - 102
	The vendor will publish meeting minutes it attends no later than two (2) Business Days after the meeting, unless waived by PRMP. Meeting minutes will include the required information as detailed in this RFP's Deliverables Dictionary.		Section G.Q.7.a	Pages 101 - 102
	The vendor must provide monthly reports identifying the current status of the Talent Resourcing activities.		Section G.Q.8.a	Page 102
	Temporary employees should be available for the entire length of the assignment. Every attempt must be made to minimize staffing gaps. As a minimum, a replacement employee must be made available within five (5) business days of employee separation or request by the PRMP for additional employees, unless there is legitimated cause.		Section G.S	Pages 103 - 104

Table F.2-1: Tab B – SLAs Crosswalk

F.3 Requirement Traceability Matrix Workbook

REQ #	Requirement Description	Vendor Response		
		Will meet	Vendor Proposed Response	Clarifying Comments
1	The company must provide written verification certifying that all temporary employees provided by the company will be considered employees of the company, or of the company subcontractors, as applicable, and that the company or company subcontractor will be responsible for maintaining at all times, suitable minimum coverage and all payroll taxes.	Yes		
2	The company agree's that there is no guarantee of any minimum number of services that may be requested during the term of the contract.	Yes		
3	Temporary personnel supplied by the Company must meet minimum qualifications as specified by the Medicaid Program.	Yes		
4	Temporary employees should be available for the entire length of the assignment. Every attempt must be made to minimize staffing gaps. As a minimum, a replacement employee must be made available within five (5) business days of employee separation or request by the PRMP for additional employees.	Yes		
5	PRMP will have the right at any time to refuse any temporary personnel supplied by the Company for any job-related deficiency and to request immediate removal of the employee. Refusal of any temporary personnel shall not be denied equal protection of the laws; nor shall any individual be denied the enjoyment of his or her civil or political rights or be discriminated against because of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight.	Yes		
6	The Company shall assign a single point of contact to coordinate and assist in any employment requests, availability, scheduling, billing, contract compliance requirements, reports and problem solving. When requested, the Company must meet periodically with PRMP to discuss all services.	Yes		
7	PRMP will assign, and identify to the Company, the person(s) who are authorized to request temporary personnel. A telephone call from the PRMP authorized representative along with an order shall constitute a job request for service under this contract. PRMP will not pay any invoices without a written purchase order.	Yes		

Table F.3-1: Traceability Matrix -- Requirements

REQ #	Requirement Description	Will meet	Vendor Proposed Response	Clarifying Comments
8	All hours worked must be approved on a weekly basis by the area supervisor.	Yes		
9	If at any point, PRMP determines the contract employee is not performing their duties to the PRMP standard, the Company, upon notice from PRMP shall remove the temporary personnel from the assignment at no charge to PRMP, and the Company shall find a suitable replacement.	Yes		
10	The Company shall provide a usage report on a quarterly basis to the PRMP representative named upon award. It shall contain the number of people sent in a particular job classification and total payments received.	Yes		
11	All work under this contract must be performed by properly trained and competent personnel within the specific job description and must be in accordance with industry standards.	Yes		
12	The Company shall be responsible at all times for the actions and work of its personnel.	Yes		
13	The Company must notify PRMP immediately should any personnel supplied under this contract, loses their credentials, licensure, and/or certifications required to perform the job while working for PRMP.	Yes		
14	The Company must have all applicable insurances: a. Commercial General Liability. b. Public Responsibility Insurance, Hired Auto coverage and Non- Owned Auto coverage. c. Error and Omissions Professional Liability. d. Any other requested by PRMP.	Yes		
15	ALL INCLUSIVE SERVICES – Additional work necessary to meet the terms of service under the above scope of work should be identified and included in Proposals.	Yes		

Table F.3-1 (continued): Traceability Matrix -- Requirements

SLA	SLA Description	Vendor Response		
		Will meet	Vendor Proposed Response	Proposed Liquidated Damages for Non-Compliance
1	All emails received must be acknowledged within twenty-four (24) hours of receipt and responded within three (3) business days unless otherwise approved by PRMP.	Yes		\$100 per occurrence of an email not being acknowledged within twenty-four (24) hours. \$100 per occurrence of an email resolution not received within three (3) business days.
2	The vendor must forward to the designated PRMP staff within one (1) calendar day those inquiries that are either: a. Determined to be outside the response scope for the vendor b. Should be handled by PRMP staff.	Yes		\$100 per occurrence of any emails forwarded to outside the response scope of the vendor within one (1) calendar day
3	During the entire duration of the contract, key staff commitments made by the vendor must not be changed without thirty (30) days prior written notice to PRMP unless due to legally required leave of absence, sickness, death, resignation, or mutually agreed-upon termination of employment of any named individual.	Yes		Up to a maximum of \$3,000 per occurrence shall be assessed for each key staff person proposed who is changed without proper notice and approved by PRMP for reasons other than legally required leave of absence, sickness, death, or termination of employment.
4	The vendor will replace key staff in a timely fashion. Replacement of key staff will take place within thirty (30) calendar days of removal unless a longer period is approved by PRMP's authorized representative.	Yes		PRMP shall assess up to \$200 per business day for each business day after the initial thirty (30)
5	The vendor will prepare agendas and distribute each agenda and any documents to be addressed at the meeting at least one (1) Business Day before the meeting, unless waived by PRMP. Meeting agendas will include the required information as detailed in this RFP's Deliverables Dictionary.	Yes		PRMP shall assess up to \$100 per calendar day for each day an acceptable meeting agenda is not timely received
6	The vendor will publish meeting minutes it attends no later than two (2) Business Days after the meeting, unless waived by PRMP. Meeting minutes will include the required information as detailed in this RFP's Deliverables Dictionary.	Yes		PRMP shall assess up to \$100 per calendar day for each day acceptable meeting minutes are not timely received
7	The vendor must provide monthly reports identifying the current status of the Talent Resourcing activities.	Yes		PRMP shall assess up to \$200 per calendar day for each day an acceptable weekly report is not timely received. If the report is received on time but the information reported is inaccurate or incomplete, PRMP shall assess up to \$200 per day until an acceptable report is received
8	Temporary employees should be available for the entire length of the assignment. Every attempt must be made to minimize staffing gaps. As a minimum, a replacement employee must be made available within five (5) business days of employee separation or request by the PRMP for additional employees, unless there is legitimated cause.	Yes		PRMP shall assess up to \$50 per calendar day for each day an employee gap is not replace, unless there is legitimate cause

Table F.3-2: Traceability Matrix -- SLAs

Attachment G: Response to SOW

This section will provide instructions to vendors to respond to the requested services detailed in this RFP.

Instructions: The responses to each part of the SOW are required as part of the submitted proposal. Responses will be scored as part of the technical proposal evaluation.

The text response to each section (a-y) in this attachment must be ten pages or less. The vendor may also add up to two pages of images or diagrams for each response. Responses beyond eight pages of text and ten total pages including images and diagrams will not be reviewed.

1. Approach to Business Specifications

Describe the vendor's approach to meeting or exceeding the PRMP's specifications and requirements, as described in **Attachment F: Requirements Traceability Matrix** and **Section 4: Scope of Work (SOW)** of this RFP. As part of their response, vendors should provide:

- a. Provide written verification certifying that all temporary employees provided by the company will be considered employees of the company, or of the company subcontractors, as applicable, and that the company or company subcontractor will be responsible for maintaining at all times, suitable minimum coverage and all payroll taxes.

Capitol Bridge certifies that all temporary employees provided by the company will be considered employees of Capitol Bridge. As a result, we will be responsible for maintaining, at all times, suitable minimum coverage and will pay for all payroll taxes.

- b. Describe what sets your company apart from the other staffing companies and why you are qualified to handle the Medicaid Program.

Several of our capabilities differentiate us from other staffing companies and qualify us to handle the Medicaid Program in Puerto Rico.

1. Capitol Bridge's direct experience with Medicaid and Medicare provides PRMP with subject matter expertise essential to complete and accurate job descriptions, role-focused employee screening and oversight attuned to Medicaid administrative needs. Our past and current CMS contracts [REDACTED] have each provided valuable insights into the roles and responsibilities related to administering government healthcare programs, especially work related to beneficiary customer service.

This experience and knowledge will allow us to better anticipate problems, resolve issues and hire the most capable and effective personnel on behalf of PRMP.

2. Next, we have successfully responded to surge requests for several hundred new staff resources during the Covid-19 crisis in Florida and the District of Columbia. Specifically, the [REDACTED]
[REDACTED]
[REDACTED] This particular contract is provided within this proposal as Reference #1, in Section C.1.
3. Our firm's future is committed to PR, as shown by our subsidiary and current work in Isabela where we have nearly 350 current employees, with plans to expand that number to over 500 by September 1, 2023. All our Puerto Rico based employees were recruited, trained and onboarded by our dedicated human resources and recruiting teams.
4. We understand the nuances and complexities of the Puerto Rico government tax, benefits, licenses and permits from a first-hand, in-depth perspective. We have several individuals within our executive team who were born and/or raised in Puerto Rico. By leveraging their experience and understanding of doing business in Puerto Rico we were able to establish Capitol Bridge – Puerto Rico in compliance with the multitude of business licenses, tax applications, certifications and business registrations. We also will maintain a compliant corporate insurance policy that includes Commercial General Liability, Public Responsibility Insurance, Hired Auto coverage and Non- Owned Auto coverage, Errors and Omissions Professional Liability Insurance, and others if requested by PRMP.
5. We have Class-A space in Isabela, Puerto Rico with its own emergency power supply with sufficient fuel for two months. Although this particular contract will likely staff all its people within PRMP facilities, we believe it's important for PRMP to have options. Capitol Bridge and its facility in Isabela provide such an option.
6. Our executive team visits Puerto Rico monthly to help foster a strong relationship with our rapidly growing workforce at the CB-PR facility in Isabela. We also think it's important for executives to stay closely aligned with our firm's customers to ensure that communications are always clear and candid but to also show our customers that we truly care about finding ways to do things better. We are never satisfied with the status quo and strive for excellence in every project we manage.
7. Our firm has its headquarters in Virginia, United States and brings a sophisticated management and recruiting capability to the benefit of PRMP. We understand that many staffing companies enjoy very low corporate overhead from overseas and non-USA locations. This is to their advantage, but our customers appreciate the regulations in the United States that safeguard the benefits and safety of all employees. Overall, we feel that having our corporate HQ in the United States is a very significant advantage over non-US locations.

8. Capitol Bridge is proud of our work and as such, our reputation for solving very tough problems is why our clients have repeatedly turned to us during challenging times. When the [REDACTED]. One reason for our success is that we take responsibility for our employees and for our firm's actions. We avoid looking for excuses and instead look for solutions. *Capitol Bridge understands that we are responsible at all times for the actions and work of our personnel.*

Communication is the key to success. We will strive to communicate before problems occur and to always ensure that PRMP is a partner as well as a customer. We will work with PRMP to design custom reports that meet Puerto Rico's information and oversight needs. We will acknowledge all emails within 12 hours of receipt and respond within 2 business days. We recognize that the contractual requirement for such activity is that all emails received must be acknowledged within 24 hours of receipt and responded within 3 business days unless otherwise approved by PRMP.

9. Ready to Scale on Demand: Capitol Bridge is ready to meet the ongoing staffing and operational needs of the PRMP. The national scaling back of Medicaid benefits as pandemic-related funding ends has created a temporary demand for skilled administrators and customer service agents which may be unpredictable. Capitol Bridge provides PRMP with reliable support to meet these challenges while preventing unexpected backlogs and customer service bottlenecks that often result from understaffing. We have proven our ability to quickly add and reduce staff member totals as necessary to support our government partners. [REDACTED] This staff was comprised of adjudicators, analysts, attorneys and unemployment insurance experts along with management support. Similarly, for the [REDACTED]

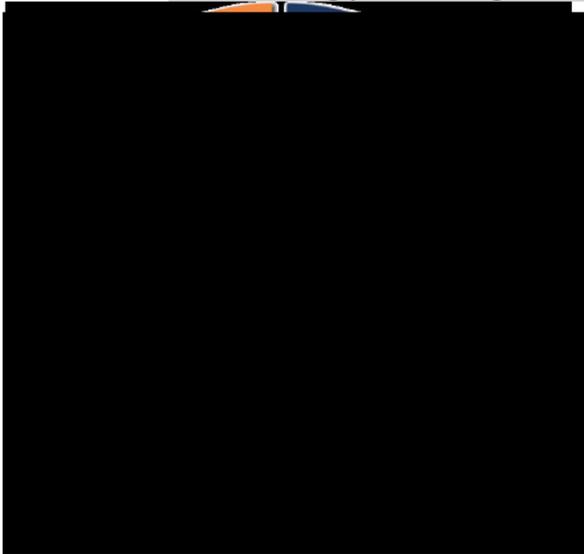
Capitol Bridge's resources, approach and solution will improve time to hire, result in better and more qualified candidates and result in more satisfied candidates. This will result in reduced costs to PRMP through enhanced retention.

- c. Describe the methodology used to fill a position for a temporary employee. Detail how and where your company would typically source and advertise based on the list of job classifications provided.

Every new resource desired for the PRMP contract will be initiated by the PRMP authorized representative making a telephone call to this contract's Country Manager, Capitol Bridge's authorized point of contact. PRMP will also provide a written order, which shall constitute a job request for service under this contract.

Capitol Bridge understands that PRMP will not pay any invoices without a written purchase order. Upon receiving this job request, Capitol Bridge will immediately be working on fulfillment. We provide an overview of our Talent Acquisition Lifecycle under *Figure G.C-1 Capitol Bridge Talent Acquisition Lifecycle* and detail our process in the following section.

Our recruiting process begins in our Human Resources (HR) department with



a notification from the Country Manager outlining the recruiting needs and job descriptions. Then the HR and the Hiring Manager collaborate to create scorecard questions in [REDACTED], an application that enables us to streamline our recruiting, screening and interview process. Based on the list of job classifications provided, our Human Resources team will develop responsibilities, necessary qualifications and tailor advertisements to attract the ideal candidate. Where appropriate, we will shift candidates from existing contracts to related contracts and backfill the former. This is only done when a contract has excess personnel.

Figure G.C-1: Capitol Bridge Talent Acquisition Lifecycle

After we create the scorecard and job description, HR posts the position internally and externally utilizing platforms such as Indeed, Zip Recruiter, LinkedIn, Facebook, Online

Classifieds and Talent.com. [REDACTED]

We also maintain relationships with the career development department of the University of Puerto Rico and InterAmerican University of Puerto Rico. In 2022, Conexion Laboral united efforts with Capitol Bridge to create a fruitful collaboration on recruitment. Lastly, we have partnered with the American Job Center (in PR) to source and advertise at job fairs on the island.

Our recruiting personnel use a psychological, keyword HR approach to recruitment using statistical data to gauge responses and maintain metrics. During the analysis of results, we determine the need to expand our advertisements to other platforms such as Instagram, radio advertising and similar outlets. Capitol Bridge will immediately notify and forward to the designated PRMP staff within 1 calendar day any inquiries that are either: a) Determined to be outside the response scope for Capitol Bridge, or b) Should be handled by PRMP staff.

[REDACTED] Our screening and interviewing processes help ensure the staff we provide to PRMP are competent, meet job requirements, and are fully qualified for the PRMP temporary positions they are placed into.

To maintain the continuity of contract operations, Capitol Bridge uses a

continuous recruiting pipeline to ensure additional candidates are available to backfill positions. Capitol Bridge's accelerated time-to-fill strategies drive positive impact in areas such as reducing the impact to our client from hiring delays and improving forecasting while reducing budgeting gaps.

It's also important to note that we will emphasize to our new employees as well as to the existing PRMP staff that there is no guarantee of any minimum number of services that may be requested of them during the term of the contract. This means that an individual's tenure may be limited despite their job performance being otherwise exemplary.

- d. Describe your current turnover rate for your company, recruiters and account representatives.

Current turnover rates (per year) over the last two years:

- Companywide: 20%
- Recruiters: 0%
- Account Representatives: 0%

Capitol Bridge works very hard to minimize turnover. This is done by adopting a total compensation approach, as described by the Capitol Bridge Compensation Plan, which addresses our methodology for recruiting, retaining and determining salaries and fringe benefits for our professional employees in accordance with FAR 52.222-46, Evaluation of Compensation for Professional Employees.

Total Compensation Approach: Capitol Bridge recognizes that equitable, competitive salaries, fringe benefits, incentives and rewards, work-life balances and advancement opportunities, are necessary to attract, motivate and retain high-caliber talent. This total compensation plan details Capitol Bridge's total compensation approach.

Training Approach: Capitol Bridge will ensure our employees are productive upon their contract start date and maintain the skillsets necessary for job performance. Orientation training for Capitol Bridge employees will be provided by our Talent Acquisition Director and includes: (1) corporate history and philosophy overview, (2) benefits overview, (3) timekeeping, vacation, holiday and other time off policies, (4) corporate resources available to employees and (5) contract specific training which includes contract mission, deliverables, standard operating procedures (SOPs), IT security and site PII/PHI privacy training.

Retention Approach: Capitol Bridge understands the most critical element to performing any task order is a competent, stable workforce. We offer an Employee Care Program that rewards employees who demonstrate excellence in their work. Our incentive program recognizes employees delivering innovations, efficiencies and cost-savings. Incentives are focused and structured to meet improvement objectives and task order efficiencies. Our plan includes annual reviews and is designed to motivate our workforce and achieve high rates of retention.

To maximize employee retention, Capitol Bridge offers development and career advancement opportunities. Employees are encouraged to grow and expand their roles and responsibilities through the Career Path Identification (CPI) process. The CPI is administered by the Talent Acquisition Director and outlines the various career paths within the company and training plans needed to pursue the

employees' career goal.

Key Aspects of Employee Care Program:

- **Benefits:** Our benefits package allows employees and their families to maintain the quality of life they deserve. Capitol Bridge constantly strives to obtain more appealing benefit plans.
- **Work-Life Balance.** Recognizing that our employees need balance in their lives between work and family, we anticipate coordinating with PRMP to offer our employees flexible time-off scheduling so they may address their personal needs. Capitol Bridge employees also have access to Employee Assistance Program (EAP) and Wellness Programs.
- **Performance.** We place a priority to see that great work gets rewarded. We will create employee performance goals aligned with client goals and objectives.
- **Quarterly Reviews.** Employees' goals and objectives are measured and reviewed on a quarterly basis for measured progress against established career goals, positive and negative lessons learned and salary reviews.
- **Employee Care.** Our team is very aware that we are dealing with one of the most essential elements of a person's existence – their job and livelihood - where they will be spending the majority of their time away from home. It is essential that they as a person and their work contributions are valued and appreciated. We achieve this through a comprehensive benefits package, employee recognition programs and ongoing training and retain professions through company-funded, team-building activities, lunches and events.
- **Compensation Philosophy:** The philosophy behind Capitol Bridge's total compensation plan is to create a compensation plan that supports Capitol Bridge's mission and core values while supporting, reinforcing and aligning business needs with the objective of growth and profitability. Capitol Bridge's compensation policy is designed to attract, motivate and retain talented employees who drive our success. To achieve this, Capitol Bridge strives to provide salaries that meet the market standard, while maintaining adherence to our contractually obligated rates with PRMP. We will diligently evaluate all employees and potential employees to verify they their compensation level is equivalent to their role and experience level.

Base Pay and Salary Administration: Capitol Bridge's HR department regularly monitors market data on compensation and benefits. Capitol Bridge obtains salary and benefit data derived from the Department of Labor, Bureau of Labor Statistics and O*Net's websites to assure Capitol Bridge's compensation is within competitive ranges. Capitol Bridge's compensation plan is designed and revised as needed to be competitive in all applicable labor markets to achieve quality, cost-effective staffing. Capitol Bridge's total compensation plan is administered in accordance with and adheres to the provisions of the Fair Labor Standards Act, the Service Contract Labor Standards and FAR 52.222-46.

Short- and Long-Term Incentives: Capitol Bridge, LLC. offers the following short-term and long-term incentives:

- Medical, Dental and Vision health insurance plans.
- Life and AD&D insurance, as well as STD & LTD insurance.

- Supplemental life and disability insurance policies.
- 401(k) Plan offered.
- Paid Time Off (PTO) and paid federal holidays.
- Employee recognition programs.
- Monetary bonuses based on performance.

Stability of Personnel: Capitol Bridge recognizes that the permanence of employees influences the efficiency of our organization. Capitol Bridge offers training plans, a comprehensive benefits package, short and long-term incentives and professional development plans to increase the attractiveness of our organization. We routinely offer promotion and career advancement opportunities for entry level staff that are top performers. Many of our existing supervisors and managers followed this path and we have found it to be highly motivating for our staff.

Furthermore, Capitol Bridge has developed an extensive employee retention program that is constantly reviewed and revised to ensure high employee retention. Capitol Bridge's historical retention rates have averaged over 80% for both exempt and non-exempt personnel.

When Capitol Bridge does have attrition, Capitol Bridge's HR team conducts exit interviews to obtain details regarding an employee's departure. This includes the turnover drivers, key attitudes, employee work behaviors, etc. By knowing the predictors for an individual's departure, our HR team can assess our current operations to ensure continuous improvement. This decreases Capitol Bridge's attrition rates and increases our ability to attract and retain high-caliber talent.

- e. Provide a detailed description of your company testing, screening, and interview process.

Testing, screening, and interviewing for our company is performed by using a transferable skill methodology. We have recruited over a thousand employees in different states over the past few years. Our experience with required skills for similar operations across the company has given us the advantage of accurately identifying transferable skills such as: empathy, leadership, tones, call control, confidence, etc.

Following the determination of the budget for screening, the screening process begins with "knockout" questions related to work authorization, to minimize unqualified candidates. Please see *Figure G.E-1 Pre-Screening "Knock-Out" Questions*, for an example of a typical form. HR then uses the stated job description to screen resumes and passes qualifying resumes to the Hiring Manager for review of mid-level and leadership roles while entry level roles are interviewed solely by HR personnel. HR coordinates behavioral-based interviews via Microsoft TEAMS with the Hiring Manager and completes scorecards during the interview. We maintain a *Scorecard* scoring system (1-10) associated with technical as well as profound questions to address both skill and aptitude (e.g., emotional management). Interviews are conducted either in person at our Isabela, PR facility or virtually. Please see *Figure G.E-2: Resume Review Scorecard and Screening Questions*, for an example of a scorecard we typically use. Entry-level candidates are required to provide a written response via Microsoft TEAMS to demonstrate written communication skills. The recruiting team prepares the interviewer for each step in the process.

Candidates receive interview results, either offer letters or rejections via [REDACTED]. We strive to provide constructive feedback to all job candidates so that they understand the basis for why are, or are not, offering them the position for which they applied. Capitol Bridge has completely streamlined our recruiting, screening and interviewing process such that PRMP may see significant improvement in time to hire.

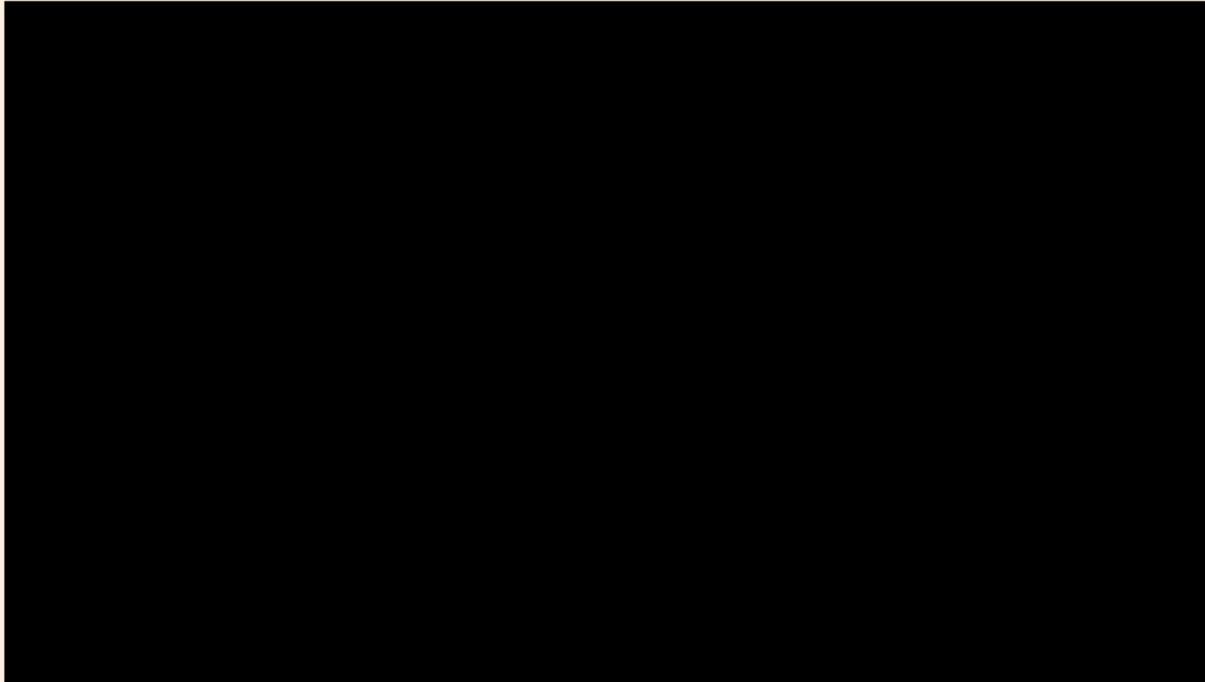


Figure G.E-1: Pre-Screening “Knock-Out” Questions

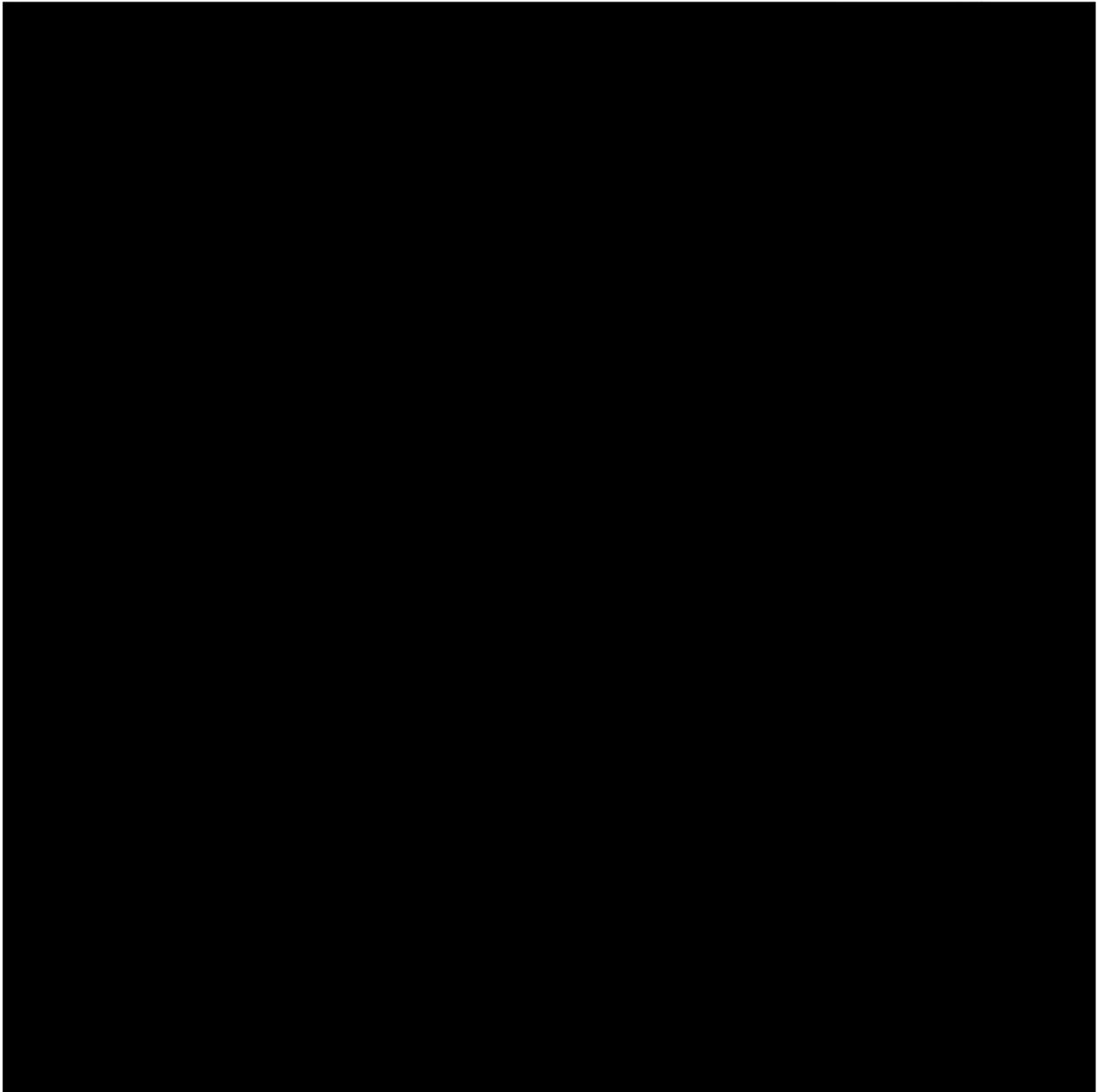


Figure G.E-2: Resume Review Scorecard and Screening Questions

- f. How does the company determine if a candidate meets the qualifications of the position.

Capitol Bridge uses the Scorecard discussed in Section G.E to determine if the candidate meets the qualifications of the position. Since individual qualifications are dependent upon the particulars of the role, Capitol Bridge's talent sourcing team examines the specific requirements to determine the level of technical expertise needed for the role. Then we compare the Scorecard's results with all our other staffing efforts previously performed. Additionally, we use nationwide benchmarks of quality to further adhere to qualification standards.

Each position has a variety of educational, emotional and technical

qualifications that need to be met. After technical qualifications are met, we assess the level of emotional management, leadership skills and teamworking abilities for the candidate.

Capitol Bridge depends highly upon a disciplined interview process, including multiple resume screens, telephone screening and whenever possible, in-person screening. We believe in the whole person concept and try to think broadly while also adhering to the minimum requirements for each respective position. This has led to some significant achievements in screening, recruitment and hiring.

g. Describe the company onboarding process.

Due to the high volume of talent resourcing and the dynamic project environment at Capitol Bridge, we have developed a standard process for onboarding which is effective and applicable to many project settings. Please see *Figure G.G—1 Onboarding Process*, for an overview of our onboarding process.

Capitol Bridge takes great pride in its expertise and efficiency in staff onboarding, as demonstrated in a remarkable success story with [REDACTED]

[REDACTED] Capitol Bridge swiftly and effectively executed their onboarding strategy.

[REDACTED], to tackle the existing backlog head-on.

The onboarding process at Capitol Bridge ensured that all team members were equipped to handle the complex challenges they would encounter. Thorough training and orientation sessions were provided, enabling them to promptly address adjudication issues and determine the eligibility of claimants for benefits. The company's careful planning and seamless execution resulted in a significant reduction of the backlog, providing much-needed financial support and relief to countless individuals during these challenging times.

Capitol Bridge's onboarding approach exemplifies our commitment to delivering exceptional services while navigating high-pressure situations with utmost efficiency. Our process allows us to rapidly assemble top-tier teams and ensure that they are prepared to excel in their roles, meeting the unique demands of each project. This success story is a testament to our dedication to excellence in onboarding, translating into positive outcomes for both Capitol Bridge and our clients.

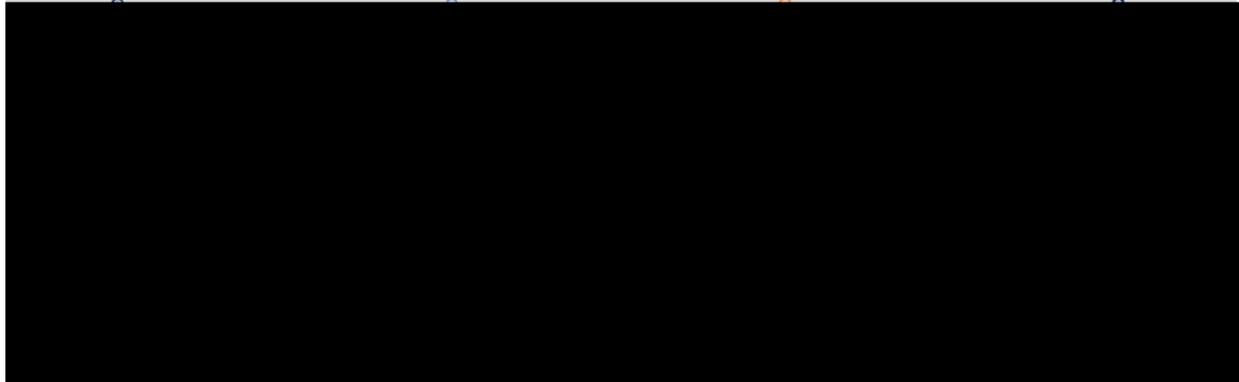


Figure G.G-1: Onboarding Process

- h. Describe the company's ability and success rate at placing long-term temporary assignments.

Capitol Bridge's business model has enabled us to successfully place numerous long-term temporary assignments over the years. We have taken talent resourcing to the next level by creating a service center for government agencies in which we fully staff, train and maintain staffing quality metrics. We have successfully placed hundreds of staff on dozens of long-term temporary assignment contracts ranging from 6 months to 5 years. Our success rate for our long-term contracts, as measured by our retention rate for these employees, is greater than 80%.

Additionally, because our success depends on it, we provide very attractive benefits as well as continuous training and professional development to our resourcing classes. Over 95% of our employees are W-2 status, full-time. We also perform talent resourcing by developing and cross training our employees. This enables us to transfer employees to similar roles at other government agency's projects should a contract's needs change.

- i. Describe the types of positions most commonly filled and the types of positions you have the means to fill.

Puerto Rico requires a workforce with a variety of advanced skills and Medicaid subject matter expertise. These skills are more difficult to find and more valuable than standard data entry or contact center roles. Capitol Bridge brings proven experience providing staff augmentation with advanced and specific skillsets including:

- Nurses, attorneys, physicians and Medicare administrative experts for our CMS AdQIC work,
- Adjudicators, analysts, attorneys and unemployment insurance experts for COVID-related unemployment insurance surges and winding down,
- Outreach specialists and experienced Medicaid assisters for support during COVID-related eligibility re-evaluation.

For Puerto Rico's Medicaid needs, we will provide staffing with a variety specific Medicaid experience, claims understanding, provider support experience, customer service experience working with vulnerable populations and advanced administrative support experience as necessary. Capitol Bridge is prepared to provide specific recruiting for these skills and initial or supplemental training prior

to any training provided by PRMP as detailed in our included Staffing Plan.

Support for Medicaid Subject Matter Expertise

Capitol Bridge offers a unique level of oversight and Medicaid support expertise not available from a standard temporary employment agency. We employ leaders who know Medicaid and the challenges facing Medicaid agencies today. Our contract-based staff currently provide the entire range of services potentially needed by PRMP including inbound and outbound call handling, outreach for missing information or documentation, processing of inbound documents, handling eligibility or coverage status inquiries, directions for appeals and collection of complaints, referrals to other services and authorized record updates. We have trained staff members to responsibly use and facilitate secure remote access to protected state and federal systems.

This knowledge and experience directly translate to precise job descriptions, targeted screening and supplemental training and coaching, such as pre-project training.

Bringing and Training the Best Staff Members

We will base our recruiting and hiring targets on the priority needs of PRMP, focusing on fulfilling the most in demand roles first. We use the [REDACTED] applicant tracking system to broaden our recruiting reach, shorten time to hire, post to multiple job boards with a single click, track all applications and applicant status and produce essential human resource reports. [REDACTED] currently manages more than 13 million candidates for clients worldwide. [REDACTED] also helps us to track all required forms and confirm signatures and create detailed reports on important metrics such as time to hire, retention rates and offer acceptance.

All Capitol Bridge personnel have already graduated from a robust customer service and security awareness training regimen that aids Capitol Bridge in expeditiously preparing our personnel to meet contractual needs. Capitol Bridge will ensure all our personnel supporting the project successfully complete mandatory training including Health Insurance Portability and Accountability Act (HIPAA) and government contracting ethics prior to project specific onboarding. Based on PRMP preferences and needs, we will maintain and provide access to current information and training materials on the PR Medicaid program and any role-specific tools that will enhance our employees' performance in service of PRMP. We often host lunch and learn events on topics relevant to our employees' work.

Most Common Positions Filled

- a. Medical Reviewer: Review of medical files and extract information needed by Medicare/Medicaid.
- b. Quality Control Agents: Quality control agents are required to analyze medical information.
- c. Medical Appeals Coordinators: Review of medical billing information and perform eligibility evaluations.
- d. Customer Service Representatives: Customer representatives provide knowledge and guidance to applicants or claimants from a contracted government agency, primarily from contracts associated with the Centers for Medicare and Medicaid (CMS).
- e. Attorneys: Attorneys draft arbitration determinations for the Center of Medicare Services

Positions that we have the means to fill:

- a. We have the means and exceptionally high degree of confidence to fill each position described with the Cost Proposal template provided by the RFP. These positions specifically include the labor categories within the follow Groups:
- Group 1 - Administration Grant and Rate
 - Group 2 - Positions for E&E (DDI & OPS) Grant
 - Group 3 - Positions for MMIS Phase III Grant
 - Group 4 - Positions for MMIS DDI Grant
 - Group 5 - Positions for MMIS OPS Grant
 - Group 6 - Positions for MMIS HIE Grant

CAPITOL BRIDGE

Capitol Bridge Offers Responsive Support.

- Our talented contact center staff helped reduce hold times to only 8% of the previous average in DC.
- We delivered when DC requested 200 additional agents within one week.
- Capitol Bridge sourced the talent to provide skilled staff that helped reduce related backlogs by processing 60% more cases per month.

Surge Staffing Requests: Puerto Rico unfortunately experiences natural disasters fairly frequently. These situations cannot be staffed in advance, but pre-planning and having the capability to move/staff quickly significantly mitigates the effects of these events. PRMP provides a lifeline for approximately 47% of Puerto Rico's population and so the PRMP similarly requires a stable staffing partner able to weather the changing demand for at least 50% (per the RFP) but realistically up to 200% increases in required PRMP staffing while maintaining SLAs. Capitol Bridge not only fulfills that need, but also provides trusted, local partnership, a supportive work environment with

premium benefits and wages and tailored recruiting and support for the unique skillsets required by PRMP.

- j. Provide the company's policy and procedure relating to:

Section	Response
Overtime pay	<ul style="list-style-type: none"> • [REDACTED] in [REDACTED]
[REDACTED]	<ul style="list-style-type: none"> • [REDACTED] • [REDACTED]
Holiday pay (federal and state)	<ul style="list-style-type: none"> • [REDACTED]
Sick pay	<ul style="list-style-type: none"> • [REDACTED]

Capitol Bridge uses JAMIS as the online timesheet management tool. Within an hour of training and with continuous assistance from the Payroll and HR departments, employees navigate through the online platform seamlessly and allot their working times daily or at the end of the week. The system sends requests for vacation, sick leave, funeral leave and/or overtime directly to supervisors and managers through the online platforms. Notification is also provided by email. Supervisors and Managers then sign into the portal to review and approve timecards. All hours must be approved by an Area Supervisor and Manager prior to the employee being paid.

- m. Identify the procedures and policies regarding employees working from home (if applicable).

Capitol Bridge has experienced enormous growth over the past two years, doubling in size each of these years, with continued growth expected. This growth occurred during the COVID-19 pandemic when most work was done remotely. As a result, the corporate structure of Capitol Bridge is much more accustomed to working remotely than otherwise. We have found remote work to be exceptionally efficient with resources, efficiency, morale, turnover and retention. Although we expect the vast majority of the PRMP work to be performed within PRMP facilities, we are experienced and comfortable with managing remote work should PRMP decide to do so.

The policies and procedures for working remotely include the following key aspects:

- [REDACTED]

- n. Explain how our account would be managed under the single point of contact requirement.

[REDACTED] our firm's Sr. Program Manager and Director of the Isabela facility has been assigned as the PRMP Talent Resourcing

single point of contact. Living in Puerto Rico, [REDACTED] will be available to physically oversee all talent resourcing operations and to communicate at an executive level with PRMP representatives if needed. We understand that this is a large and critical contract for Puerto Rico. As such, we will provide Paco with access to our firm's corporate HR, legal, finance, IT and operational resources to further enhance success while mitigating the severity of any/all challenges.

Paco will have a robust and experienced team, described in Section D.2, Figure D.1-1 and Section G. This team is currently managing the operation of our subsidiary, Capitol Bridge Puerto Rico in Isabela, PR. As such, this team is experienced with the talent staffing nuances, regulations and challenges of doing business in Puerto Rico.

The primary goal of our single point of contact approach is to communicate clearly and frequently. [REDACTED] will be the primary point of contact for notification by PRMP staff members, if at any point PRMP determines a contract employee is not meeting PRMP performance standards. [REDACTED] will be responsible for coordinating the removal of any non-performing employees from the project and will find a suitable replacement at no additional charge to PRMP. Capitol Bridge recognizes that we are responsible at all times for the actions and work the personnel we provide to support PRMP. [REDACTED] will also be responsible for immediate notification to PRMP in the event that any supplied staff members lose their credentials, licensure or certifications required to perform their job while working at PRMP.

- o. Describe how often the company reconciles account payables/receivables and billing errors.

Our firm takes pride in being accurate and ensures accuracy through the practice of collaboration and a system of multiple-stage review. Our operations and accounting teams work together to ensure that invoices are accurate. Timecards are reviewed for accuracy and approved by a supervisor. Accounting drafts invoices based on internal time, subcontractor invoices, when applicable and other direct costs that may have been incurred in the month. Draft invoices are then reviewed by the project manager and approved prior to distribution to the customer. Despite our great efforts, errors may occur at times. If a billing discrepancy is identified either internally or by the customer, we assign an internal third party to review the process, identify the error and note why it occurred. A full reconciliation is performed, and any necessary adjustments are made. In rare instances of complex detection and reconciliation issues, upper management intercedes to assist. We reconcile our account payables and receivables accounts every month.

- p. Include the procedure by which the Medicaid Program will be notified including timing of notifications, penalties imposed and reimbursement processes.

PRMP will be notified as close to real-time as possible of any self-identified SLA

deficiencies. This notification can be through voice or email communications to ensure timely communication with PMRP. We will also provide a follow-up in writing within 10 business days or sooner which:

- Documents the issue and impact to PRMP
- Provides a proposed resolution and corrective action plan (CAP) for PRMP consideration, feedback and approval
- Includes any associated penalty
- Details reimbursement or penalty amount
- Provides the timing for reimbursement to PRMP

Our approach is dedicated to transparency and open communication with PRMP. We will not delay informing PRMP while we perform a detailed analysis of the deficiency. Instead, we will promptly communicate the existence of an issue, followed by additional diligence on our part. Throughout this process, we will keep PRMP informed at each stage. It is important to note that the notification and analysis steps are distinct. We will not delay informing PRMP while conducting a detailed analysis.

Capitol Bridge will deduct any amount due because of the SLA violations from its future payments and those deductions will be made from the invoice total dollar amount. Each invoice will also be accompanied by an SLA Report detailing those SLAs that were triggered within the invoice period. Each invoice will detail the total invoice amount, the amount deducted due to the associated contract remedy and the final invoice amount less the contract remedy. Capitol Bridge understands that PRMP reserves the right to seek any other remedies under the contract.

- q. Provide a list of reports that the company can readily produce for PRMP. Describe the process and standard timeframe needed for any ad hoc reporting requested by PRMP.

Reports that we will deliver include, but are not limited to:

1. Usage report
 - a. Provided on a quarterly basis to the PRMP representative named upon award. It shall contain the number of people sent in a particular job classification and total payments received.
2. Recruitment Trackers
3. Quality Tracker of Employees Recruited
4. Attrition Rates with Reasons
5. Turnaround times and advertisement data
6. Agenda
 - a. Capitol Bridge will prepare agendas and distribute each agenda and any documents to be addressed at the meeting at least one (1) Business Day before the meeting, unless waived by PRMP. Meeting agendas will include the required information as detailed in this RFP's Deliverables Dictionary.
7. Meeting Minutes
 - a. Capitol Bridge will publish meeting minutes it attends no later than two (2) Business Days after the meeting, unless waived by PRMP. Meeting

- minutes will include the required information as detailed with this proposal's RFP's Deliverables Dictionary.
8. Monthly Reports
 - a. Capitol Bridge will provide monthly reports identifying the current status of the Talent Resourcing activities.
 9. Ad-hoc Reports
 - a. Our staff is very experienced as well as robust. Hence, an ad-hoc report should not take longer than one business day to complete as long as the data being requested by the report is readily available. If the report includes new data and/or analyses, then an ad-hoc report may take as long as one week (5 business days).
 10. Monthly report on Temporary Staff Use. Report will include:
 - a. Placement count, hours and grand total dollar amount.
 - b. Department or office to which temporary personnel are assigned.
 - c. Job title.
 - d. Number of temporary staff provided.
 - e. Number of turnovers.
 11. SLA Reports
 12. This report documents the vendor's compliance with SLAs and the specific RFP's requirements.
 - a. SLA number, name and description.
 - b. Cost associated with non-compliance of each SLA.
 - c. Total cost deducted from the monthly invoice due to SLA non-compliance.
 - d. Evidence of vendor's compliance with SLAs.
 13. Turnover Report
- r. Travel may be necessary for some employees. Provide the company policy, procedures and billing charges for travel and travel reimbursements (if applicable).

Our policy for travel is in accordance with most of the country's Fortune-1,000 firms as well as most of the government contracting firms. We require receipts for all travel and lodging greater than \$25.00. Alcohol is never reimbursed. Air travel must be economy class unless otherwise approved for trips greater than 8 hours of airtime on a single leg. Land travel using a rental car requires receipts for fuel as well as the car rental. The use of an employee's own car for business (not to include commuting to and from work) uses the U.S. Government standard rate of reimbursement. These requirements are summarized herein because of page constraints for this section imposed by the RFP.

Capitol Bridge uses Paycom as the online software platform to process expenses and travel reimbursements as well as to archive associated documents. The first page of an instruction manual demonstrating the Paycom Mobile (cell phone) platform is shown in *Figure G.R-1 Capitol Bridge Expense Reimbursements for travel using PayCom Software*.

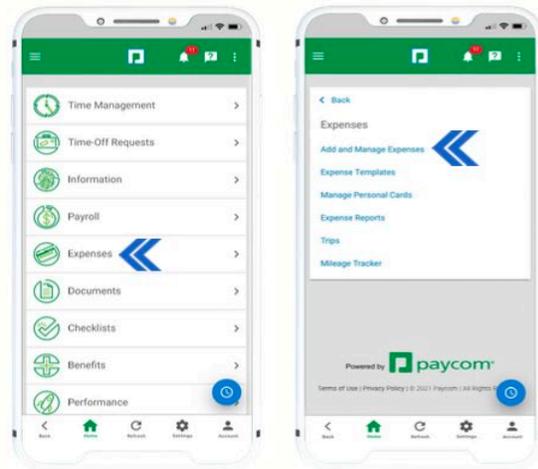
Show Me How

to Submit an Expense Report

EXPENSE MANAGEMENT

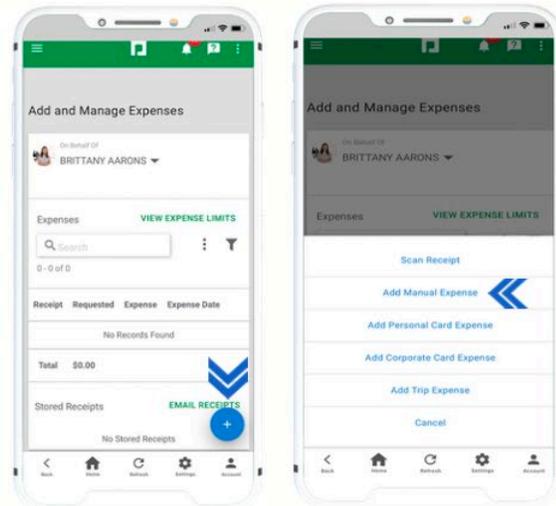
STEP 1

From the Paycom mobile app, tap "Expenses" then "Add and Manage Expenses."



STEP 2

Tap the blue "+" icon to add a new expense. Then, tap the type of expense you're adding.



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EMPLOYEES

Visit the Help Menu for the most up-to-date version of this guide.



Figure G.R-1: Capitol Bridge Expense Reimbursements for Travel using PayCom Software

- s. Discuss the average response time on completing ordering documents by successfully placing temporary employees.

Capitol Bridge offers PRMP a streamlined talent acquisition process that focuses

on providing the highest quality employee as quickly as possible. By leveraging the processes discussed in *Section G.C and G.G*, we can achieve a rapid turnaround time from receipt of ordering document to successful placement of temporary employees. As an organization, our average turnaround time on placing temporary employees is less than 14 days. Many of the projects we've operated, including Florida DEO, FEMA Disaster Support and Washington D.C DEO, all included large scale hiring activities requiring more than 100 staff each in less than 14 days. For highly specialized skillsets, it may take slightly longer, however our goal is to fill positions in less than two (2) weeks. One way we achieve this is by keeping a pipeline of candidates ready for common positions and available for rapid placement. For temporary staff that either leave the project, or are requested to be removed by PRMP, we commit to backfilling the position within five (5) business days.

- t. Provide the company's business work hours.

Our business working hours are 24x7. We have contracts across many time zones and our facilities in Isabela and in South Carolina are always open and operating. However, we always follow the doctrine and requirements of each respective customer. For this contract, our employees will follow the work schedule of the PRMP offices they are supporting. All management staff and key personnel will be available during normal working hours and after hours in emergency situations.

- u. Describe previous use of subcontractors to fill niche or "hard to fill" positions and include time requirements expected before the use of subcontractors.

In years past, we have attempted to use subcontractors to help us fill niche and "hard to fill" positions. However, we quickly learned that because of our business model, no other staffing agency could produce the level of quality employee and management care required to keep employees engaged. Hence, though we know and keep in touch with many subcontractors we have found that our best source of candidates comes from our own proprietary network.

We have recruited and applied resources for exceptionally challenging clients within the healthcare industry. Here, just as with PRMP, the customer retained the right to accept or refuse any/all candidates, as well as to remove any existing staff that was not performing to expectations. This has never been an issue or problem, but we fully respect our customers' right and ability to do so.

We would only employ and mobilize the use of external staffing agencies to assist us with PRMP needs if we were unable to identify qualified candidates within five (5) business days. Our recruiting network in Puerto Rico is well established and we are confident it will fully support our ability to identify and hire candidates under all labor categories associated with the PRMP Talent Resourcing program. As such, we do not anticipate needing to engage with 3rd party staffing agencies to help source candidates.

- v. Describe the company's affiliation, partnership, or direct access to other staffing companies.

We have always maintained good relations and affiliations with other staffing agencies (e.g., (Manpower, Adecco, etc.), however, we typically prefer to use our own proprietary network for sourcing new candidates. Capitol Bridge has made successful partnerships with the Mayor's Office and their Human Resources Department, in providing our organization with top local talent. Our partnership with the American Job Center has provided Capitol Bridge with a non-cost-effective measure for sourcing, referrals and job listings for our requisitions. Capitol Bridge has participated at no cost in various Job Fairs organized by the AJC and has had the unique opportunity to benefit as well to market our organization to local radio shows. Our local partnerships Capitol Bridge opened doors for current and future opportunities and led to Capital Bridge being recognized as one of the top bilingual call centers in the area.

An exceptional example of the sourcing success with American Job Center occurred on March 9th, 2022, at the Cascadas Hotel in Aguadilla Puerto Rico. This was Capitol Bridge's launch of Capitol Bridge Puerto Rico and the affair presented new job opportunities with attractive salaries and benefits to local candidates in the west area. In this five-hour event, Capitol Bridge was able to obtain hundreds of resumes that were sorted and contacted for job opportunities during that same month. The success of that Job Fair provided social media coverage and exposure in local radio and online newspapers, including mentions from the Major's Office. At the same time, numerous staffing companies such as Manpower have reached out to commend Capitol Bridge for their recruiting efforts and are eager to partner with our organization as they see potential for growth and future expansions.

Along with local partnerships, Capitol Bridge has leveraged remote staffing agencies such as Apex Sys and Apple One to support numerous projects across the enterprise. Building repartee and steadfast relationships with quality virtual talent pools has allowed full ramp up periods to be minimized and increase cost effectiveness and efficiency during the recruitment process. Recent recruitment efforts for the state of Florida have presented a need to hire a high volume of tenured staff within a brief period and working with Apex Sys, we have sourced tier I and tier II customer service representatives and operation supervisors within a matter of weeks.

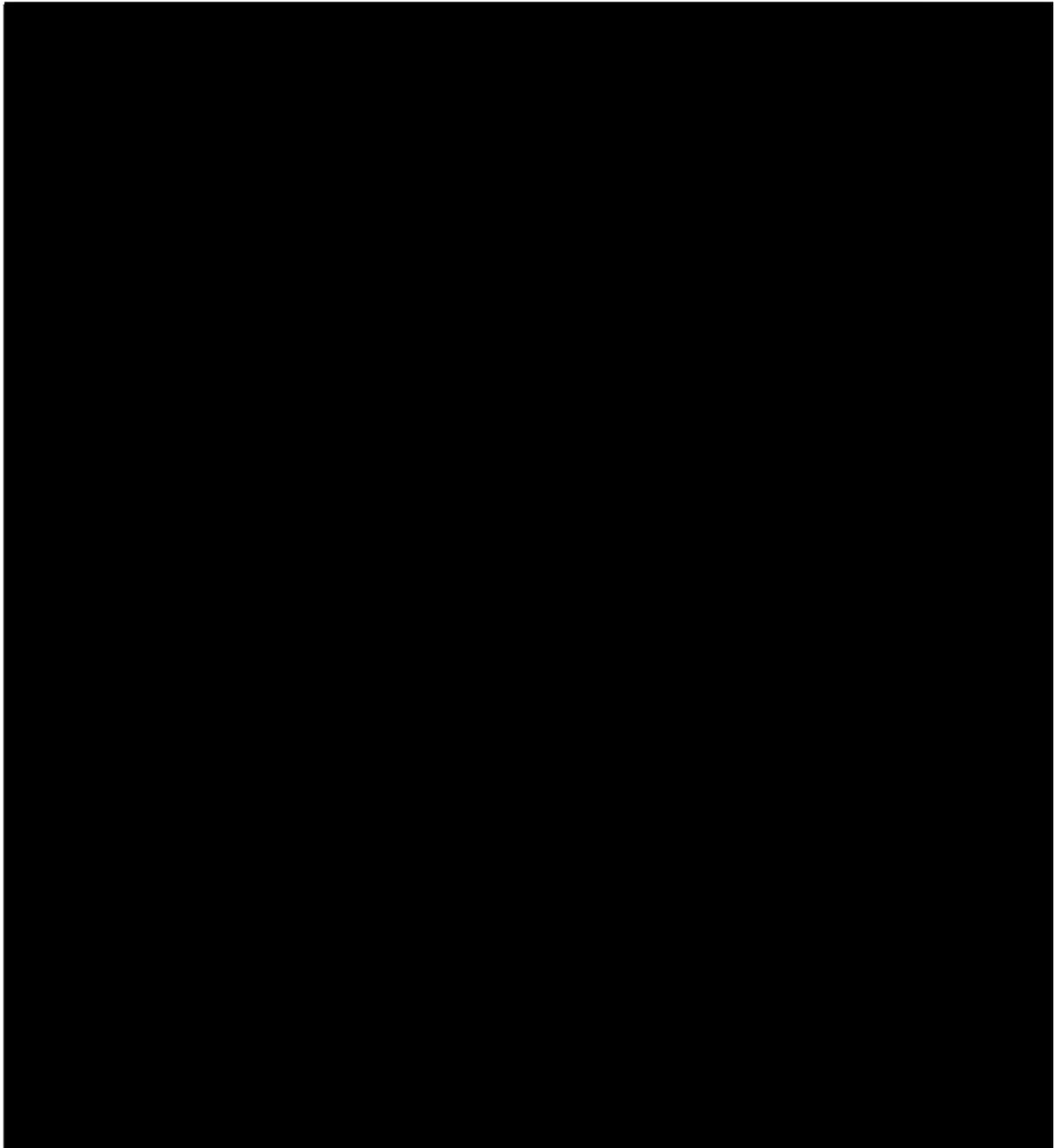
w. Describe the company's performance appraisal.

Each employee has an assigned Supervisor and each Supervisor has an assigned Manager. All personnel are fully briefed on their assigned jobs and responsibilities. These responsibilities are documented (in writing) as well as fully explained as part of initial onboarding. We perform formal performance appraisals quarterly, with input from each employee. We retain performance appraisals for as long as an employee is employed with the firm. In any instance of disagreement, the employee has the right and expectation to discuss his or her management's impression of recent performance. These types of disagreements are infrequent and undesired. Mid-course planning, frequent communication and routine training typically allow our employees to perform well.

Please see *Figure G.W-1 and G.W-2*, as examples of the first two pages of our six-page annual performance appraisal. The interaction and feedback are done in

person whenever possible, but the record keeping is on-line through a software tool called FormStack.

CAPITOL BRIDGE



https://capitolbridge.formstack.com/forms/evaluation_2022

1/6

Figure G.W-1: Capitol Bridge Performance Appraisal Form (cover page)



Figure G.W-2: Capitol Bridge Performance Appraisal Form (page 2)

- x. Discuss a work plan that describes the process of recruitment of approximately 150 employees. Explain what accrued benefits of the current employees under the current company will be honor.

Immediately upon contract award, we will begin coordinating with PRMP leadership to develop a roster of employees that will be transitioning to us, as well as a list of the current vacancies. For the existing employees we will coordinate with PRMP leadership to understand transitioning staff member's accrued benefits, as our intent is to honor all accrued benefits of existing staff. On all open and vacant positions, we will engage our recruiting team to begin sourcing qualified candidates. Our goal is to begin sourcing and screening candidates as quickly as possible so that vacant positions can be filled quickly to support PRMP. Our talent acquisition practices involve sponsored job posts across various platforms to source resumes and attract potential candidates. We prioritize regular engagement with candidates to provide transparent work opportunities within our organization.

Our recruitment efforts have a proven track record, exemplified by the successful sourcing and recruitment of 300 employees for FL-DEO within two weeks, a project executed by Capitol Bridge. We uphold a strong commitment to quality in our recruitment process, which has earned us a reputation for excellence.

Our strategic approach, experienced team and dedication to honoring accrued benefits will ensure a successful recruitment process for approximately 150 employees. We are ready to tackle this endeavor with confidence and efficiency. We provide additional details on the specific work plan we will follow to achieve the objectives of the PRMP Talent Resourcing program in the following section, *Integrated Master Schedule*.

Integrated Master Schedule

This workplan would follow an Integrated Master Schedule (IMS), submitted by Capitol Bridge and approved by PRMP after the contract award but before taking over the contract. A preliminary IMS is shown below to assist PRMP evaluating this proposal with respect to the points specifically allocated to "Schedule". Our initial draft IMS can be found under, *Table G.X.-1: Initial Integrated Master Schedule (IMS)*.

The IMS structure is based upon transitioning all existing employees to Capitol Bridge seamlessly while concurrently preparing for new requisitions to replace and/or augment the initial staff.

Outline Number	Task	Duration	Start	Finish
1	Task 1	10/15/23 - 11/15/23	10/15/23	11/15/23
2	Task 2	10/15/23 - 11/15/23	10/15/23	11/15/23
3	Task 3	10/15/23 - 11/15/23	10/15/23	11/15/23
4	Task 4	10/15/23 - 11/15/23	10/15/23	11/15/23

Outline Number	Task	Duration	Start	Finish

Table G.X-1: Initial Integrated Master Schedule (IMS)

- y. Employees under the actual Talent Resourcing Company have accumulated benefits (vacation and sick days). Discuss the Company policy regarding this matter.

Traditionally and with most other firms, accrued vacation and sick days would not transfer over when an employee’s employment shifts from one entity to another. However, Capitol Bridge is very focused on getting off to a strong start and ensuring that turnover is reduced. As such, we will accommodate all existing accrued vacation and sick days for incumbent staff and have accounted for that cost in our rates.

Capitol Bridge has nearly 350 employees in Puerto Rico and an additional nearly 200 on the mainland United States. We are intimately familiar with the proper accumulation of benefits, such as vacation and sick days and have never failed to properly accumulate and pay for benefits in a fair and mutually agreeable fashion to the benefit of all our employees. We will treat our employees supporting the Talent Resourcing program no differently than we do our existing employees.

Attachment H: Terms and Conditions Response

This section describes the Terms and Conditions of the RFP, the PRMP's expectations of vendors, and compliance with federal procedures.

1. Title Page

The vendor should review **Attachment H: Terms and Conditions Response**, signing each provided signature block using blue ink in order to note the vendor's acknowledgment and intent of compliance. The vendor should identify any exceptions to the Terms and Conditions. If exceptions are not noted in **Attachment H: Terms and Conditions Response** of the RFP but raised during contract negotiations, the PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of the PRMP.

2. RFP Terms and Conditions

RFP Terms and Conditions consist of provisions throughout this RFP. Moreover, these provisions encapsulate instructions, Commonwealth, and federal procedures, and the PRMP's expectations of the vendor when submitting a proposal. The vendor should understand and strictly adhere to the RFP Terms and Conditions. Failure to follow any instructions within this RFP may, at the PRMP's sole discretion, result in the disqualification of the vendor's proposal.

Please provide an authorized signature stipulating the vendor's acknowledgment, understanding, and acceptance of these RFP Terms and Conditions.

Nicholas Jordan 	July 24, 2023
Printed Name/Signature of Authorized Personnel	Date

3. Customary Terms and Conditions

The selected vendor will sign a contract with the PRMP to provide the services described in the vendor's response. The following documents shall be included in any contract(s) resulting from this RFP:

- **Appendix 1: Service-Level Agreements (SLA) and Performance Standards**
- **Appendix 5: Proforma Contract Draft *inclusive of Health Insurance Portability and Accountability Act (HIPAA) Business Associate Agreement***

Please provide a signature stipulating the vendor's acknowledgment, complete review, and acceptance of these documents.

Nicholas Jordan 	July 24, 2023
Printed Name/Signature of Authorized Personnel	Date

If the vendor is NOT taking exceptions to any of the PRMP Customary Terms and Conditions, then the vendor needs to provide a binding signature stipulating its acceptance of these documents. If the vendor is taking exceptions to any of the PRMP Customary Terms and Conditions, then the vendor should write "Taking Exceptions" on the line below and should follow the instructions for taking exceptions, as listed in [Attachment H: Terms and Conditions Response](#), Section 6: Exceptions.

Nicholas Jordan 	July 24, 2023
Printed Name/Signature of Authorized Personnel	Date

4. Mandatory Requirements and Terms

The following items are mandatory terms and documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFP.

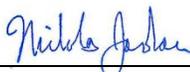
Attachment E: Mandatory Specifications

- Prior to the vendor submission of its proposal, the vendor must be registered with the “Registro Único de Proveedores de Servicios Profesionales” (RUP) from the Puerto Rico General Services Administration (ASG) and with the Puerto Rico Treasury Department (Hacienda) for the collection of sales and use tax (IVU) as a provider (if applicable) in the Sistema Unificado de Rentas Internas (SURI). The PRMP shall not award a contract, unless the vendor provides proof of such registration or provides documentation from the Puerto Rico Treasury Department that the vendor is exempt from this registration requirement in the SURI system. The foregoing is a mandatory requirement of an award of a contract pursuant to this solicitation. For more information, please refer to the PR Treasury Department’s web site <http://www.hacienda.pr.gov>.
- Prior to the contract resulting from this RFP being signed, the successful vendor must provide a Certificate of Insurance issued by an insurance company licensed or authorized to provide insurance in Puerto Rico. Each Certificate of Insurance shall indicate current insurance coverage meeting minimum requirements as specified by this RFP. A failure to provide a current Certificate of Insurance will be considered a material breach and grounds for contract termination. A list of the insurance policies that may be included in this contract are provided in **Appendix 5: Proforma Contract Draft**.
- A performance bond may be required for the contract resulting from this RFP.
- **Appendix 1: Service-Level Agreements (SLA) and Performance Standards**
- **Appendix 5: Proforma Contract Draft** inclusive of HIPAA BAA.

Vendors that are not able to enter into a contract under these conditions should not submit a bid.

Please provide an authorized signature stipulating the vendor’s acknowledgment, understanding, and acceptance of the mandatory requirements and terms stipulated in this section.

Nicholas Jordan



July 24, 2023

Printed Name/Signature of Authorized Personnel

Date

5. Commercial Materials

The vendor should list any commercial and proprietary materials it will deliver that are easily

copied, such as commercial software, and in which the PRMP will have less than full ownership (“Commercial Materials”). Generally, these will be from third parties and readily available in the open market. The vendor need not list patented parts of equipment.

There are neither commercial nor proprietary materials, software, or other types of property that is easily stolen or copied by PRMP employees being used by Capitol Bridge as part of this contract.

6. Exceptions

The vendor should indicate exceptions to the PRMP’s Terms and Conditions in this RFP. Any exceptions should include an explanation for the vendor’s inability to comply with such terms or conditions and, if applicable, an alternative language the vendor would find acceptable. Rejection of the PRMP’s Terms and Conditions, in part or in whole, or without any explanation, may be cause for the PRMP’s rejection of a vendor’s proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, the PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of the PRMP.

The terms and conditions of a vendor’s software license, maintenance support agreement, and SLA, if applicable, will be required for purposes of contract negotiations for this operation. Failure to provide the applicable vendor terms, if any, as part of the RFP response may result in rejection of the vendor’s proposal.

Instructions: Identify and explain any exceptions to the PRMP’s terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor indicates that no changes to the Terms and Conditions are proposed and that the vendor intends to accept them as written if the vendor’s proposal is selected. Mandatory specifications and terms noted in this RFP are non-negotiable.

- The vendor may add additional tables, as appropriate.
- Do not submit vendor’s Standard Terms and Contracting Provisions in lieu of stipulating exceptions below.
- Making revisions to the PRMP statutes and regulations is prohibited.
- The PRMP has no obligation to accept any exception(s).

Capitol Bridge takes no exceptions to the requirements of this RFP.

6.1

Table 13: Exception #1

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor's Terms, If Any Provided as Part of the RFP Response
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		

6.2

Table 14: Exception #2

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to Specific Section of Vendor's Terms, If Any Provided as Part of the RFP Response
NOTES/COMMENTS: <FOR THE PRMP USE ONLY>		