

Pima County

**TEKsystems Response to
Solicitation No. 283875-RFP**

March 7, 2018

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Cover Letter

March 7, 2018

Sal Servin
Procurement Officer
Pima County Procurement Department
130 West Congress, 3rd Floor
Mailstop # DT-AB3-126
Tucson, AZ 85701

Subject: Proposal to Provide Information Technology Staffing Services

Dear Sal Servin:

Enclosed is TEKsystems' response to Pima County's RFP Solicitation No. 283875-RFP. For ease of evaluation, we have structured the proposal as requested in the RFP. As outlined in the following proposal response, TEKsystems possesses the expertise and capability to excel in all areas Pima County (County) deems necessary for a successful business relationship:

- **A Tailored Staffing Plan.** Your local TEKsystems account team understands Pima County's hiring process and workforce needs and will leverage our proprietary Staffing Quality Process to provide IT consultants who fit your technical and cultural environment.
- **BI/Analytics & Agile Practice.** TEKsystems Agile Transformation services meet the full spectrum of Agile adoption and our BI/Analytics division will help the County increase optimum business performance.
- **A Dedicated Local and State Government Practice.** TEKsystems Local and State Government practice oversees partnership with more than 150 local municipalities and 43 states, including 17 Arizona-based local and state agencies. We understand what it takes to staff public sector engagements.

In the event of award TEKsystems will be ready to perform to the terms of this proposal and within the accepted performance metrics commensurate with the expectations of a staffing services provider. TEKsystems reserves the right to negotiate terms in good faith upon award.

TEKsystems has included all forms based on communication with the County and Addendum No.1, 2, and 3. Please feel free to contact me directly for any reason before or after your selection process.

Regards,

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

Megan Soto
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Table of Contents

Executive Summary	1
TEKsystems Understands the County's Challenges and Needs	1
Our Approach is Differentiated & Accomplishes the County's Goals	1
Offer Agreement	3
Acknowledgement of Addenda	10
Bidder/Offer Certification	11
Exhibit B: Minimum Qualifications Verification Form	12
Exhibit B Attachment: TEKsystems References	13
Exhibit C: Questionnaire	14
Exhibit C Responses	17
A. Cost	17
B. Services; TEKsystems' IT Staffing Solutions	17
Recruiter Segmentation	18
Exhibit A Resources: TEKsystems' Local Consultant Network	18
Workforce Management	19
IT Services	19
2. Additional Services Beneficial to the County	20
3. TEKsystems Managed Services Provider Program	21
4. Sourcing, Recruiting, and Assessing Candidates	22
Staffing Quality Process®	22
Sample Local Market Analysis: Tucson, Arizona	24
Non-IT Skill Sets for the County	28
5. Local Wage Levels	28
6. Pre-Employment Requirements	28
7. Consultant Benefits	29
8. We Continuously Work with Our Consultants	30
9. Proactively Solving Challenges/Emergencies	30
10. TEKsystems' Business Hours	31
11. Turnaround Time	31
12. On-time Fill Ratio	32
13. Example Resumes for Skill Sets Requested	32
14. TEKsystems Successful Project Implementations	32
Successful Project One	32
Successful Project Two	33
Successful Project Three	33
15. Measuring Turnover	33

16.	34
Onboarding.....	34
17. Training Opportunities.....	35
18. Retaining Employees.....	36
Consultant Rewards & Incentives.....	37
19. Special Programs.....	37
20. Keeping Services Current.....	39
C. Quality.....	40
1. TEKsystems Gains Customer Feedback.....	40
Customer Satisfaction Feedback Mechanisms.....	40
2. Customer Satisfaction Rating.....	41
Continuous Improvement Program.....	41
3. Evaluating Performance of Consultants.....	42
4. Escalation Process.....	42
5. Measuring Minimal Customer Complaints.....	44
6. Performance Metrics.....	44
7. Managing Service Levels Across Locations.....	45
8. Service Guarantees.....	45
9. References.....	45
10. Subcontractors.....	46
D. Staffing Plan.....	47
1. Implementation Plan.....	47
2. Organizational Chart.....	51
TEKsystems' Lines of Authority for the County.....	51
3. Account Team Personnel Resumes.....	52
THE COUNTY'S ACCOUNT TEAM.....	52
Resume Highlights.....	53
MEGAN SOTO.....	53
RODNEY CRAWFORD.....	54
Exhibit D: Bid Item List.....	55
Pricing.....	55
TEKsystems' Pricing Philosophy.....	55
TEKsystems' Alternative Pricing Structure.....	56
Sample Customer Service Touchpoint Review Form.....	57
Certificate of Insurance.....	59
Articles of Incorporation & Certificate of Good Standing.....	61
Resumes.....	65

Executive Summary

Pima County (the County) seeks supplemental IT staffing to support your Information Technology department and key initiatives across each of your departments. TEKsystems will use our local consultant community of 8,301 vetted IT professionals to match the right IT resources with the County's most demanding technical needs, including the County's Applications, BI/Analytics and Agile/Lean initiatives.

TEKsystems Understands the County's Challenges and Needs

The County works to provide more than 1.02 million residents with the means for comfortable and efficient living. To maintain a quality standard of living in your local communities, and achieve technical prowess across your departments, you must gain the support of an IT staffing vendor that will consistently supply your workforce with hard-to-fill IT resources and leverage Agile best practices during project development. TEKsystems understands the Pima County market and is a proactive contributor to its success. During our partnership, we will use our local network of experienced IT consultants, staffing methods that streamline the hiring process and provide resources quickly, as well as mobilize the County's hardware refresh and licensing requirements.

Our services ensure the County's technical advancement is seamless, compliance is maintained, and personnel costs are reduced.

Our Approach is Differentiated & Accomplishes the County's Goals

The County is supported by Senior Account Manager Megan Soto and local market account team located in our Tucson office. Our recruiting process is tailored within our proprietary five-step method—**TEKsystems Staffing Quality Process**—to align quality local resources with your Agile and application development. We thoroughly screen each candidate to determine the right fit for your respective IT needs, and prepare each resource for your engagements prior to day one of employment. This ensures that the County's open requisitions are not only filled promptly, but also provided with proven IT professionals. ***Details on this process follow on pp. 22-28.*

TEKsystems has worked with the County for more than five years and will incorporate our understanding of the County's hiring process to fulfill the scope of this RFP.

Differentiators

Our partnership offers the County customized staffing methods, attentive customer service, in addition to the following differentiators:

- **Local and State Government Practice.** TEKsystems Local and State Government practice provides support to local municipalities including the County. We deploy more than 1,500 IT consultants annually to our local and state public sector clients throughout the U.S. Your local government-focused account team placed more than 60 IT resources at the County in the past five years; nine of those resources are currently active at the County.

TEKsystems works with 150 local municipalities and 43 states. Our practice supports every segment of the public sector including all local government agencies, primary state government agencies, authorities and public corporations. Our national government team of more than 300 recruitment specialists is dedicated to providing IT solutions to the public sector.

Specific to the state of Arizona, TEKsystems currently partners with the following entities/agencies:

Government and Higher Education Clients in Arizona
Pima County
Pima County – Sheriff’s Department
Pima County – Superior Court
Pima County – Attorney’s Office
Arizona State University
City of Goodyear
City of Phoenix
Maricopa Community College
Maricopa County – Environmental Services
Maricopa County – Sheriff’s Office
Salt River Project
Salt River Project – Agricultural Improvement and Power District
State of Arizona – Department of Administration
State of Arizona – Department of Economic Security
State of Arizona – Department of Transportation
University of Arizona
University of Arizona Foundation

- Microsoft Gold Partner Certification.** TEKsystems is a Microsoft Gold Application Development Partner, Microsoft Gold Cloud Productivity Partner, Microsoft Silver Partner for Windows Devices, and Microsoft Learning Partner. We leverage this partnership to support our local government clients’ Microsoft licensing initiatives, as well as can use our knowledge in this space to provide the County with Microsoft-certified IT professionals to support your Microsoft-specific needs.



- Cost Saving Methods.** Your account team offers IT talent management and workforce planning services, at zero cost to you. These value-added consultation services include consultation on recruitment, onboarding, and management of your IT staffing resources. In addition to these services, TEKsystems is committed to quickly placing proven, quality IT resources, the first time. This reduces thousands of dollars in costs associated with replacing a bad hire.

OFFER AGREEMENT

1. INTENT:

This document is intended to establish a Master Agreement ("MA") to provide Pima County ("County") with information technology staffing services on an "as required basis" by issue of Delivery Order ("DO") or Delivery Order Maximo ("DOM").

To provide adequate coverage, County intends to make multiple awards and Contractors will share an estimated annual award amount of \$400,000.00. County Information Technology Department (ITD) may request staffing services from any of the contracted providers. Each Contractor must demonstrate a proven ability and expertise in the area of IT supplemental staffing services. Services will be provided on an as required basis for the positions listed in **Exhibit A: Staff Augmentation Positions (10 Pages)**. County makes no guarantee regarding the volume or frequency or staffing services to be provided under this contract.

As defined by the Pima County Standard Terms and Conditions included herein, this contract is non-exclusive and County may terminate it for any reason without penalty or cost.

All Goods and Services that Contractor offers or provides pursuant to the contract will conform to the requirements defined by or referred to by the solicitation documents including *Solicitation Addenda, Instructions to Offerors, Standard Terms and Conditions*, and this *Proposal Agreement*, all of which are incorporated herein.

This document, including all attachments and documents incorporated by reference, constitutes the entire contract between the parties pertaining to the subject matter hereof, and merges all prior or contemporaneous agreements and understandings, oral or written, herein.

2. CONTRACT TERM, RENEWALS, EXTENSIONS & REVISIONS:

The initial term of the Master Agreement will be for a one (1) year period and includes four (4) one-year renewal options that the parties may exercise upon written agreement as follows:

Contract extensions, renewals, or revisions will occur through the issuance by County to Contractor of a revised Master Agreement document setting forth the requested changes. Failure by Contractor to object in writing to the proposed revisions, terms, conditions, scope modifications and/or specifications within ten (10) calendar days of issuance by County will signify acceptance of all such changes by Contractor and the revision will be binding upon the parties, effective on the date of issuance.

3. CONTRACTOR MINIMUM QUALIFICATIONS:

The Contractor certifies that it is competent, willing and responsible for performing the services or providing the products in accordance with all requirements of the solicitation and this contract. Contractor certifies that it possesses all licenses required by applicable Agencies to satisfy the requirements of this contract.

4. PRODUCT OR SERVICE SPECIFICATIONS & SCOPE:

A. General Definition of Products and/or Services

Contractor will provide Pima County with a comprehensive list of staffing services to meet their various needs.

B. Staffing Requirements

- The individual working for the County under this Contract is the Contractor's employee not a County employee.
- When Pima County requires supplemental hourly IT staff, the County will contact the Contractor(s) to explain the needs and review resumes for proposed staff. Contractor(s) will have fifteen (15) days from notice to submit candidate resumes. All resumes' will be verified and qualifying background checks will be completed annually at the County's expense. County may request additional background checks at County's expense.
- Contractor will submit invoices to County in a format that is acceptable to County. Invoices must include the supplemental staff person's name, total of hours in quarterly increments, hourly rate, and dollar amount for that invoice. Contractor will submit invoices by the 10th of each month.
- Contractor must provide supplemental staff position contracts for a shorter period of 1 month to an extended period of 12 months.

R. Almada
Ricardo Almada
Senior Manager of Ops
TEKsystems, Inc

C. Subcontracting

Contractor agrees that all subcontractors will be bound by the rules and regulations contained in this contract.

Contractor may use Contractor's affiliates as subcontractors, or other subcontractors, to perform Contractor's services under this Contract, subject to Contractor remaining primarily responsible for its obligations under this Contract and ensuring that services are provided to the same extent that Contractor would have provided such services had Contractor performed those services without the use of an affiliate or subcontractor. Contractor will ensure that any subcontractor or agent agrees to the same restrictions, conditions, and requirements that apply through this Contract to such subcontractors and agents. Contractor will inform County concerning the identity and performance of all of its subcontractors.

D. Contractor Responsibilities

Contractor's employees must adhere to all work policies, procedures, and standards established by County. Contractor's employees must comply in all respects with physical, fire and security or safety regulations while on County premises. Contractor is responsible for obtaining all applicable rules, regulations and policies from County.

E. Interview of Prospective Personnel

County may interview all prospective personnel and may accept or reject any or all based upon the required skills and the background and experience of each individual. A resume will be required upon request prior to an interview.

F. Hours of Work

The Contractor staff workweek is up to forty (40) hours. The normal available workdays are Monday through Friday, with working hours available from 7 a.m. to 6 p.m. Any ensuing position from this award may specify nonstandard work hours or days, at the discretion of County. All work must be performed on-site unless County waives this requirement in writing. Contractor will verify work hours at the time order is placed.

- There may be requirements for evening, weekend, and overtime work. Weekend work is defined as Saturday and Sunday during the same week. Weekend work is not considered overtime unless it causes the employee's work to exceed forty (40) hours for that week.
- Overtime is defined as hours worked in excess of forty (40) hours per week. Should a temporary employee work on a holiday, regular pay applies to all hours up to forty (40). Overtime must be approved in writing, in advance by the County in accordance with County policies to be reimbursable. Contractor will bill all work at the standard hourly rate.
- At the discretion of County, Contractor staff may observe the same holidays as County staff. However, these holidays will be at no charge to the County. Contractor will not bill County for any hours that are not worked.
- Lunch periods will range from 30-60 minutes and will be determined by County. No payments will be made for lunch periods.
- Contractor staff will, at least occasionally, participate in an on-call, after-hours support rotation schedule. The successful submission will include provisions allowing or requiring the Vendor employees to:
 - Participate in the on-call rotation as non-billable hours.
 - Start billing in 15 minute increments at the normal rate when called and the employee is actively working to resolve the problem which prompted the alert.
 - Within 30 minutes, contact their supervisor within Pima County to request further guidance.

G. Transportation and Parking

It will be the Contractor or the Contractor's employee's responsibility to provide transportation to and from the required locations. Parking may or may not be provided and, if not, will be the responsibility of the Contractor or the Contractor's employee.

H. Contractor's Employees Expenses

Contractor shall be responsible for its employees' expenses. Contractor may bill for certain travel expenses on a case-by-case basis with approval in writing from the County. Contractor will seek County approval before billing for any travel expenses. If approved by the Prospective Personnel, County will reimburse travel expenses in accordance with County's Travel Policy. Original receipts for travel must be submitted for reimbursement of allowable direct costs (lodging, communications, etc.).

I. Contractor Single Point of Contact

Each Contractor will designate a coordinator as a single, local point of contact (SPOC), as well as a backup, that will be accessible during normal work hours 8:00 a.m. until 5:00 p.m. Monday through Friday, with the exception of the designated holidays to receive employment requests, handle and assist in any and all inquiries regarding scheduling, billing, status of orders, availability, contract pricing, contract compliance requirements, reports, and problem solving.

Contractor's SPOC must be available via a toll free telephone number or email. The SPOC may have support staff that will serve as account managers for Pima County, or designated multiple points of contact in order to best provide service.

J. Contractor Employee Requirements

A background check is required for all employees of Contractor's staff providing services to County. County will incur the cost of this service. Certain Contractor employees may be subject to various criminal checks, fingerprinting, and background checks upon whose results, County may choose to base its decision whether to accept an individual for an assignment. Contractor will include pricing for these services as indicated.

Drug testing requirements will vary for individual positions throughout the County. County will identify if there is a drug test requirement at the time it places the order. County will pay for these tests as pass-through costs. These tests are normally conducted randomly, on a random number of temporary employees, in safety-sensitive positions, and consist of a urine sample. If a Contractor's employee fails a drug test, the Contractor's employee will no longer be eligible to provide services to the County under this contract. Contractor to include pricing for these services as indicated. County will incur the cost of this service.

Certain positions may require additional types of certifications such as Certified Scrum Master. Vendor employees shall have these certifications prior to applying for such positions. Contractor employees must maintain and recertify these certifications at the Contractor's or their own expense. This will be determined by the specific recruitment position.

Unless otherwise requested, all Contractor employees must be able to read, write, speak and comprehend the English language in accordance with the minimum requirements of the position description. County will not pay for the services of any contractor employees that are unable to read, write, speak and comprehend the English language.

Contractor employees will be respectful of all people with whom they interact, including County employees and customers of the County.

Contractor will be given between four (4) business hours and one (1) business day to confirm availability of a Contractor employee to fill a request. However, for "hard-to-fill" positions, County may allow up to five (5) business days for Contractor to confirm availability of a Contractor employee. In the event that Contractor is unable to fill the job request, County may cancel the request and place the request with another Contractor. County reserves the right to simultaneously give all Contractors an opportunity to fill all "hard-to-fill" positions on a "first come" basis. In the event that all Contractors are unable to fill the request, County may fill the requirement by soliciting pricing from other qualified sources.

K. Supervision of Contractor's Employees

County will supervise Contractor's employees. County will have direct control over the daily activities of the Contractor's employees, who must follow work policies, procedures, and standards established by the County at all times.

L. Confidentiality of County Information

Contractor's employees may have access to confidential information. Under no circumstance will Contractor's employees provide this information to anyone without the express permission of County's Chief Information Officer.

Contractor will instruct its employees to use the same degree of care as it uses with its own data to keep confidential information concerning client data, the business of the County, its financial affairs, its relations with its citizens and its employees, as well as any other information which may be specifically classified as confidential by the County in writing to the Contractor. All Federal and State Regulations and Statutes related to confidentiality will apply to Contractor and the Contractor's employees. Contractor's employees will be required to sign a confidentiality statement provided by the County.

The Parties acknowledge and agree that regardless of any provision in the Contract to the contrary, the services to be provided by Contractor do not involve any access, use or disclosure by Contractor of any of the County's protected health information ("PHI"), as that term is defined in the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"). Contractor is not a "business associate" of the County, as defined in HIPAA. In the event PHI is inadvertently transmitted to Contractor, Contractor must immediately inform the County and the Parties will work cooperatively to take all necessary action to address compliance with HIPAA and state privacy laws.

County will provide Contractor a list identifying HIPAA covered departments of the County. For Contractor's employees assigned to any such department, employees will be required not to disclose or in any way reveal or disseminate PHI to Contractor or any other unauthorized parties. County will instruct Contractor's employees concerning the confidentiality of medical information of County's patients, standard precautions, and the County's HIPAA policies and procedures. The Parties acknowledge and agree that for purposes of compliance with HIPAA, Contractor's employees are considered part of County's workforce as that term is defined in HIPAA, but will otherwise not be considered workforce or employees of County for any other purposes, including but not limited to tax or employment law.

M. Replacement of Contractor Employees

In the event any Contractor employee fails to adhere to the County's directions or security or safety regulations, or demonstrate that they are not qualified to perform the required duties, County will notify Contractor who will replace the employee immediately or as directed by County at no cost to County (including, but not limited to, training time, background checks, ID badges, drug testing, etc.).

This also applies to any Contractor's employee that leaves, for any reason, before the assignment is completed. When a Contractor's employee leaves, at any time, the Contractor will be responsible for any unreturned keys, ID badges, etc. If such items are not returned to the County within five (5) working days County will send an invoice to the Contractor for the exact replacement cost. Contractor will pay this invoice within fourteen (14) days.

N. Time Reporting

The Contractor's employees will maintain time reporting records on a daily basis showing all time worked in hours and quarter hour fractions. County will determine the format of the time reporting records.

O. Minimum Wage and Mandatory Health and Welfare Benefits

Contractor must meet all federal, state and local requirements regarding minimum wage and any mandatory health and welfare benefits.

6. OFFER ACCEPTANCE AND ORDER RELEASES:

County will accept offer(s) and execute this contract by issue of a MA (recurring requirements) to be effective on the document's date of issue without further action by either party. The MA will document the term of the agreement.

Pursuant to the executed MA, County departments requiring the goods or services defined herein will issue a DO or DOM to the Contractor. County will furnish the DO or DOM to Contractor via facsimile, e-mail or telephone. **If County gives the order verbally, the County Department issuing the order will transmit a confirming order document to Contractor within five (5) workdays of the date it gives the verbal order.**

Contractor must not supply materials or services that are not specified on the MA and are not documented or authorized by a DO or DOM at the time of provision. County accepts no responsibility for control of or payment for materials or services not documented by a County DO or DOM.

Contractor will establish, monitor, and manage an effective contract administration process that assures compliance with all requirements of this contract. In particular, Contractor will not provide goods or services in excess of the executed contract items, item quantity, item amount, or contract amount without prior written authorization by contract revision that County has properly executed and issued. Any items Contractor provides in excess of those stated in the contract are at Contractor's own risk. Contractor will decline verbal requests to deliver items in excess of the contract and will report all such requests in writing to the County Procurement Department within one (1) workday of the request. The report must include the name of the requesting individual and the nature of the request.

7. ACCEPTANCE OF GOODS AND SERVICES:

The County Department designated on the issued order (DO or DOM) will accept goods and services only in accordance with this contract. The signing of a weekly timecard by an authorized County's representative constitutes acceptance of

services. Such acceptance is a prerequisite to the commencement of payment terms.]

Comment [RA1]: TEK is defining acceptance with the signing of a weekly time card as TEK is providing supplemental staffing.

8. COMPENSATION & PAYMENT:

Compensation will be according to Exhibit D: Bid Item List. Contractor will submit Request(s) for Payment or Invoices to the location and entity defined by County's DO, or DOM document.

All Invoice documents will reference the County's DO or DOM number under which the services or products were ordered. **ALL** invoice line items will utilize the item description, precise unit price and unit of measure defined by the County's order document. County may return invoices that include line items or unit prices that do not match those documented by the County's order to Contractor unprocessed for correction. **Contractor will not accept orders, or provide services or products that cumulatively exceed the contract amount.**

Standard payment terms are net thirty (30) days from the date of valid invoice document and do not commence until the later of 1) the receiving County Department receives goods or services into County's payment system or 2) County Financial Operations receives and verifies Contractor's invoice.

OPTIONAL EARLY PAYMENT DISCOUNT TERM: Pima County Administrative Procedure No. 22-35 section 2.2.4 defines County's practice regarding discounts for early payment. Contractor offers the following discounts to those prices to be used for all orders issued pursuant to this contract. County will utilize the existing payment code that best matches that offered and does not exceed the offered discount percentage. Payment days cannot be less than ten (10) calendar days. Contractor must submit valid invoice document consistent with the associated PO, DO or DOM to County Finance Department at least seven (7) calendar days prior to the date on which the discounted payment is due. If desired, for any order issued pursuant with this contract, Contractor may offer early payment discounts that exceed this Standard Early Payment Discount.

Standard Early Payment Discount Percent: _____ % if payment tendered within _____ Days as above.

The MA or PO issued to accept Contractor's offer will define the not-to-exceed amount of the contract.

The parties may negotiate and establish unit pricing in writing under the contract for items included in the scope of the contract that has not previously defined unit pricing.

Unless the parties otherwise agree in writing, all pricing will be *F.O.B. Destination & Freight Prepaid Not Billed ("F.O.B. Destination")*. Contractor will deliver and unload products or services at the destination(s) that the delivery article of this contract or accepted Order indicates. The offered Unit Price must include all freight costs.

Although an order may not fully define State and City sales tax, County will pay such taxes as are DIRECTLY applicable to Pima County and Contractor invoices such taxes as a separate line item. Contractor must not include such taxes in the item unit price.

Price Warranty. Contractor will give Pima County the benefit of any price reduction before actual time of shipment.

Price Escalation. All unit prices include compensation for Contractor to implement and actively conduct cost and price control activities. Pricing will remain firm during the initial year of the contract term after which the parties may consider price increases no more frequently than once per year. Contractor will submit a written request to County that includes supporting documents justifying requested increases at least ninety (90) days prior to the renewal date. Contractor will provide evidence, cite sources, demonstrate specific conditions and document how those conditions affect the cost of its performance, and identify specific efforts Contractor has taken to control and reduce those and other costs to avoid the need to increase prices. County will review proposed pricing and determine if it is allowable, fair and reasonable, and in the best interest of County to accept the proposal. County reserves the right to continue, accept or reject the price proposal, or terminate and re-solicit the contract.

All pricing will conform to Pima County's Living Wage ordinance if applicable, including required annual adjustments of the wage.

Quantities in this solicitation are estimates only. County reserves the right to increase or decrease quantities and amounts. County makes no guarantee regarding actual orders for items or quantities during the term of the agreement. County is not responsible for Contractor inventory or order commitment.

Contractor's unit prices must include all incidentals and associated costs required to comply with and satisfy all requirements of this solicitation, which includes the *Instructions to Offerors*, *Standard Terms and Conditions*, and Proposal Agreement. County will make no payments for items not in the contract.

Contractor will provide detailed documentation in support of payment requests, which should be consistent with and not exceed County's DO, or DOM document. Contractor will bill County within one (1) month after the date on which Contractor's right to payment accrues ("Payment Accrual Date"), which, unless this contract specifically provides otherwise, is the date Contractor delivers goods, performs services or incurs costs. Invoices must assign each billed amount to an appropriate line item of County's order and document each Payment Accrual Date. County may refuse to pay any amount that Contractor bills in which does not conform to County's DO, or DOM document. County will refuse to pay any amount that Contractor bills more than six (6) months after the Payment Accrual Date, pursuant to A.R.S. § 11- 622(C).

9. DELIVERY:

As defined by the Standard Terms, "On-Time" delivery is an essential part of the consideration to be given to COUNTY under the contract. Delivery will be made in accordance with the Instructions to Bidders, Standard Terms and Conditions and to the location(s) referenced on the Delivery Order or Delivery Order Maximo or Contract.

10. TAXES, FEES, EXPENSES:

County is exempt from federal excise taxes for goods. County is subject to State and City sales tax. County will pay no separate charges for delivery, drayage, express, parcel post, packing, insurance, license fees, permits, costs of bonds, surcharges, or bid preparation unless the contract expressly includes such charges and the solicitation documents itemizes them.

11. OTHER DOCUMENTS:

Contractor and COUNTY in entering into this contract have relied upon information provided or referenced by Pima County Solicitation No. 283875 including the Request for Proposal, Instructions to Offerors, Standard Terms and Conditions, Solicitation Addenda, Contractor's Proposal, documents submitted by Contractor or References to satisfy Minimum Qualifications and any other information and documents submitted by Contractor's response to County's Solicitation. These documents are hereby incorporated into and made a part of this Contract as if set forth in full herein, to the extent not inconsistent with the provisions of this contract.

12. INSURANCE:

The Insurance Requirements herein are minimum requirements for this Contract and in no way limit, the indemnity covenants contained in this Contract. Contractor's insurance shall be placed with companies licensed in the State of Arizona and the insureds shall have an "A.M. Best" rating of not less than A- VII. Pima County in no way warrants that the minimum insurer rating is sufficient to protect the Contractor from potential insurer insolvency.

12.1 Minimum Scope and Limits of Insurance:

Contractor shall procure and maintain, until all contractual obligations have been discharged, the insurance coverage with limits of liability not less than stated below. Pima County in no way warrants that the minimum insurance limits contained herein are sufficient to protect the Contractor from liabilities that arise out of the performance of the work under this Contract. The Contractor is free to purchase additional insurance that required by the County. If necessary, Contractor may obtain commercial umbrella or excess insurance to satisfy the County's Insurance Requirements.

12.1.1 Commercial General Liability (CGL) – Occurrence Form with limits of \$2,000,000 Each Occurrence and \$2,000,000 General Aggregate. Policy shall include bodily injury, property damage, broad form contractual liability coverage, persona; and advertising injury and products – completed operations.

12.1.2 Business Automobile Liability – Bodily Injury and Property Damage for any owned, hired, and/or non-owned automobiles used in the performance of this Contract with a Combined Single Limit (CSL) of \$1,000,000 each accident.

12.1.3 Workers' Compensation (WC) and Employers' Liability - Statutory requirements and benefits for Workers' Compensation. In Arizona, WC coverage is compulsory for employers of one or more employees. Employer's Liability coverage- \$1,000,000 each accident and each person - disease.

12.1.4 Claim-Made Insurance Coverage - If any part of the Required Insurance is written on a claims-made basis, any policy retroactive date must precede the effective date of this Contract, and Contractor must maintain such coverage for a period of not less than three (3) years following Contract expiration, termination or cancellation.

12.1.5 Professional Liability (Errors and Omissions) Insurance – This insurance is required when the Professional Liability or any other coverage is excluded from the above CGL policy. The policy limits shall be not less than \$2,000,000 Each Claim and \$2,000,000 Annual Aggregate. The insurance policy shall cover professional misconduct or negligent acts of anyone performing any services under this contract.

Comment [RA2]: TEK's Professional Liability will only cover the negligent acts of anyone performing the services.

12.2 Additional Insurance Requirements:

The policies shall include, or be endorsed to include, as required by this written agreement, the following provisions:

Additional Insured: The General Liability and Business Automobile Liability Policies shall each be endorsed to include Pima County, its departments, districts, boards, commissions, officers, officials, agents, and employees as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor.

Subrogation: The General Liability, Business Automobile Liability and Workers' Compensation Policies shall each contain a waiver of subrogation endorsement in favor of Pima County, and its departments, districts, boards, commissions, officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.

Primary Insurance: The Contractor's General Liability and Business Automobile Liability policies shall stipulate that the insurance afforded the Contractor shall be primary and that any insurance carried by Pima County, its agents, officials, or employees shall be excess and not contributory insurance.

Comment [RA3]: TEK's Insurance coverage only allows General Liability and Business Automobile Liability to be Primary.

Insurance provided by the Contractor shall not limit the Contractor's liability assumed under the indemnification provisions of this Contract.

Notice of Cancellation: Each Required Insurance policy must provide, and certificates specify, that County will receive not less than thirty (30) days advance written notice of any policy cancellation, except 10-days prior notice is sufficient when the cancellation is for non-payment of a premium. Notice shall include the Pima County project or contract number and project description.

12.3 Verification of Coverage:

Contractor shall furnish Pima County with certificates of insurance as required by this Contract. An authorized representative of the insurer shall sign the certificates.

All certificates and endorsements, as required by this written agreement, are to be received and approved by Pima County before work commences. Each insurance policy required by this Contract must be in effect at, or prior to, commencement of work under this Contract. Failure to maintain the insurance coverages or policies as required by this Contract, or to provide evidence of renewal, is a material breach of contract.

All certificates required by this Contract shall be sent directly to the appropriate County Department. The Certificate of Insurance shall include the Pima County project or contract number and project description on the certificate. Pima County reserves the right to require complete copies of all insurance policies required by this Contract at any time.

12.4 Approval and Modifications:

The Pima County Risk Manager may approve a modification of the Insurance Requirements without the necessity of a formal Contract amendment, but the approval must be in writing. Neither the County's failure to obtain a required insurance certificate or endorsement, the County's failure to object to a non-complying insurance certificate or endorsement, or the County's receipt of any other information from the Contractor, its insurance broker(s) and/or insurer(s), constitutes a waiver of any of the Insurance Requirements.

13. **PERFORMANCE BOND:** N/A

14. **ACKNOWLEDGEMENT of SOLICITATION ADDENDA:**

Contractor acknowledges that it incorporates the following solicitation addenda in its offer and this contract:

Addendum #	Date	Addendum #	Date	Addendum #	Date
Addendum No. 1	2.6.18	Addendum No. 3	3.13.18		
Addendum No. 2	2.28.18				

15. **SMALL BUSINESS ENTERPRISE (SBE) CERTIFICATION:** Is your firm SBE-certified as defined by the solicitation "Instruction to Offerors" section? Yes No (Select one)

If "Yes" have you included your certification document? Yes No (Select one)

NOTE: If you do not submit the SBE Certification document with your bid, County will not apply the SBE Preference.

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R. Almada
 Ricardo Almada
 Senior Manager of Ops
 TEKsystem, Inc

16. **BID/OFFER CERTIFICATION:**

CONTRACTOR LEGAL NAME: TEKsystems, Inc.

BUSINESS ALSO KNOWN AS: N/A

MAILING ADDRESS: 250 S. Craycroft Rd Suite 460

CITY/STATE/ZIP: Tucson, AZ 85711

REMIT TO ADDRESS: P.O. Box 198568

CITY/STATE/ZIP: Atlanta, GA 30384-8568

CONTACT PERSON NAME/TITLE: Megan Soto

PHONE: O: 520.918.1168 M:816.739.6025 FAX: _____

CONTACT PERSON EMAIL ADDRESS: msoto@TEKsystems.com

EMAIL ADDRESS FOR ORDERS & CONTRACTS: ralmada@TEKsystems.com

CORPORATE HEADQUARTERS ADDRESS: 7437 Race Road Hanover, MD 21076

WEBSITE: www.TEKsystems.com

By signing and submitting these Proposal Agreement documents, the undersigned certifies that they are legally authorized to represent and bind Contractor to legal agreements, that all information submitted is accurate and complete, that Contractor has reviewed the Pima County Procurement website for solicitation addenda and has incorporated all such addenda to its offer, that Contractor is qualified and willing to provide the items requested, and that Contractor will comply with all requirements of the solicitation. The Unit Pricing includes all costs incidental to the provision of the items in compliance with the above documents; no additional payment will be made. Conditional offers that modify the solicitation requirements may be deemed not 'responsive' and County may not evaluate them. Contractor's submission of a signed proposal agreement will constitute a firm offer and upon the issuance of a MA document issued by the Pima County Procurement Director or authorized designee will form a binding contract that will require Contractor to provide the goods or services and materials described in this solicitation. The undersigned hereby offers to furnish the goods or services in compliance with all terms, conditions, specifications that the solicitation defines or references, which includes Pima County Standard Terms & Conditions, this Proposal Agreement and other documents as listed in this Proposal Agreement's "Other Documents" article.


SIGNATURE:  DATE: 2/21/18

Megan Soto Account Executive

PRINTED NAME & TITLE OF AUTHORIZED CONTRACTOR REPRESENTATIVE EXECUTING OFFER

PHONE AND E-MAIL: O:520.918.1168 M:816.739.6025; msoto@TEKsystems.com

Approved "As to Form"


Tobin Rosen - Deputy County Attorney

1/31/18
Date

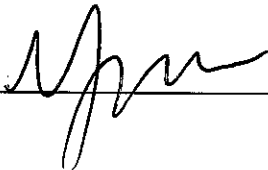
EXHIBIT B: MINIMUM QUALIFICATIONS VERIFICATION FORM (1 PAGE)OFFEROR'S NAME: TEKsystems, Inc.

Offeror certifies that they possess the following minimum qualifications and will provide the requested documents that substantiate their satisfaction of the Minimum Qualifications. Failure to provide the information required by these Minimum Qualifications and required to substantiate *responsibility* may be cause for the offeror's proposal to be rejected as **Non-Responsive**.

Provide documented and verifiable evidence that your firm satisfies the following Minimum Qualifications, and indicate what/if attachments are submitted.

ITEM NO	MINIMUM QUALIFICATIONS	COMPLIANCE YES/NO (SELECT ONE)	DOCUMENT TITLE AND NUMBER OF PAGES SUBMITTED FOR EACH DOCUMENT
1	Offeror is licensed to do business in Arizona <i>Provide a copy of Business License</i>	Yes/No	N/A based on Addendum No. 3
2	Offeror is a Staffing Agency and has been doing business with public agencies for at least three (3) years. <i>List three (3) references to satisfy this requirement</i>	Yes/No	Exhibit B Attachment: TEKsystems References 1 page

SIGNATURE: _____


DATE: 3.16.18

 PRINTED NAME & TITLE OF AUTHORIZED OFFEROR REPRESENTATIVE EXECUTING PROPOSAL
END OF EXHIBIT B

Exhibit B Attachment: TEKsystems References

Client & Contact Person	Contact Information	Years as Partner
Client: ADOA - Arizona Strategic Enterprise Technology (ASET) Contact: Suzan Tasvibi-Tanha, Chief of Enterprise Shared Services	100 N. 15 th Ave. Suite 400 Phoenix, AZ 85007 O: 602.542.1111; M: 602.513.0809 Suzan.tasvibi@azdoa.gov	5 years
Client: Sacramento County- Department of Technology Contact: Debbie Nadolna, IT Division Chief – Network, Security, Telecom	799 G Street Sacramento, California 95814 916.875.6724 nadolnad@SacCounty.NET	20 years
Client: Sacramento County- Department of Technology Contact: Kristin Echols, Chief of E-Government- Apps, Dev, BA/PM	799 G Street Sacramento, California 95814 916.876.6414 echolsk@SacCounty.NET	20 years
Client: Rio Rancho Public Schools Contact: Paul A. Romero, MA CETL; Executive Director of Information Technology	500 Laser Rd NE, Rio Rancho, NM 87124 505.962.1155 Paul.romero@rrps.net	15 years

EXHIBIT C: QUESTIONNAIRE (3 PAGES)**OFFEROR'S NAME:** TEKsystems, Inc.

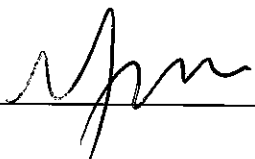
The evaluation committee will assign points to each proposal submitted on the basis of the following evaluation criteria unless otherwise indicated.

Answer each question in detail. If additional costs are needed for a feature, provide details of costs and timeframe.

Criteria	Question(s)
a. Cost	1. Will be evaluated and scored by the Procurement Department. See Exhibit D
b. Services	<ol style="list-style-type: none"> 1. Provide a description of the Services to be provided by the major categories set forth in Exhibit A: Staff Augmentation Positions of the RFP. The primary objective is for each Vendor to provide its complete offering of services so that a public agency may utilize as appropriate for their needs. 2. Provide a description of any related Service and Solutions Proposer wishes to be considered as set forth in Exhibit A: Staff Augmentation Positions of the RFP. 3. Describe your company's Managed Service Provider program and its benefits to a public agency, including the Vendor management system utilized. Additionally, please note if the program is outsourced or in-house. 4. Describe your company's methods of sourcing, recruiting and assessing candidates by job class (i.e. clerical/administrative, technical, professional). 5. What methods do you use to establish local wage levels and how often are these levels reevaluated? 6. Describe your company's pre-employment requirements, including drug testing, background checks and employment eligibility (E-verify) process 7. Describe the benefits you offer temporary employees. 8. Describe your company's client follow-through process for finding an employee and follow-through during employee's assignment. 9. Describe your company's methods for solving particularly challenging staffing assignments / large orders / emergency requests. 10. What are your normal company business hours? If an emergency arises outside of these hours, describe your processes for servicing a public agency. 11. Describe your turnaround time after receiving an order. 12. Describe your on-time fill ratio overall by job level as set forth below: <ol style="list-style-type: none"> a. 1 – Entry level with college degree or 1 year experience b. 2 – Mid Level with college degree and 2 year's experience c. 3 – Expert with college degree and 4 year's experience 13. Provide 2 sample resumes for each of the following levels/areas: <ul style="list-style-type: none"> • Client Services Tech • System Administrator • Developer • Analyst • Manager (Refer to Relationship Manager and/or Supervisor positions for preferred qualifications)

	<ol style="list-style-type: none"> 14. Provide examples of successful project implementations, the role on the project, and the scope of the project by temporary employees your company has placed. 15. How do you define and measure turnover? What is your current turnover rate by job category? 16. Describe how you prepare your employees for their assignments. 17. What training opportunities do you offer to temporary employees? 18. Describe any programs in place to reward and retain employees. 19. Describe any special programs that your company offers that will improve customers' ability to access Services or other innovative strategies. 20. Describe the capacity of your company to broaden the scope of the contract and keep the service offerings current and ensure that latest standards and technology for staffing services.
c. Quality	<ol style="list-style-type: none"> 1. Describe your customer satisfaction feedback mechanisms. 2. What is your current overall customer satisfaction rating? What programs do you have in place to improve your overall performance? 3. Describe your processes for evaluating the performance of your temporary employees. 4. Describe your problem escalation process. 5. How are customer complaints measured and categorized? What processes are in place to know that a problem has been resolved? 6. What performance metrics do you believe will help your company and a public agency be successful? 7. How do you create and manage service levels across all locations? 8. What service guarantees will you offer a public agency? 9. Provide at least three references for your company. 10. Do you plan to use subcontractors? If yes, please identify in detail how you plan to use subcontractors.
d. Staffing Plan	<ol style="list-style-type: none"> 1. A staffing plan is required which describes the Offeror's proposed staff distribution to implement and manage this contract throughout the term of the contract. At a minimum, this plan should include the following: <ol style="list-style-type: none"> a. Identify the key personnel who will lead and support the implementation period of the contract, along with the amount of time to be devoted to implementation; b. Identify the key personnel who are to be engaged in this contract throughout the term of the contract and their relationship to the contracting

	<p>organization;</p> <p>c. Provide a chart that shows 1) the time commitment of each professional staff member that will be devoted to the contract, 2) each member's role in maintaining and growing the contract; and 3) a timeline of each member's involvement throughout the contract.</p> <p>2. Provide an organizational chart of your company.</p> <p>3. Submit the resumes of the below personnel:</p> <p>a. The person your company proposes to serve as the Accounts Manager,</p> <p>b. Key executive personnel that will be supporting the contract.</p>
--	--

SIGNATURE:  DATE: 3.16.18

PRINTED NAME & TITLE OF AUTHORIZED OFFEROR REPRESENTATIVE EXECUTING PROPOSAL

END OF EXHIBIT C

Exhibit C Responses

A. Cost

Will be evaluated and scored by the Procurement Department.

TEKsystems understands and has provided an alternate pricing structure based on the County’s approval. Refer to the Pricing section found on page 55-56.

B. Services; TEKsystems’ IT Staffing Solutions

Provide a description of the Services to be provided by the major categories set forth in **Exhibit A: Staff Augmentation Positions** of the RFP. The primary objective is for each Vendor to provide its complete offering of services so that a public agency may utilize as appropriate for their needs.

TEKsystems’ solutions span the spectrum of IT and align with the County’s current challenges. Senior Account Manager Megan Soto has worked tirelessly for more than five years to understand your IT initiatives, workforce challenges, and organizational needs. Megan will leverage our experience providing more than 60 IT consultants to the County to continue providing staffing and leverage our IT services solutions to further streamline your technical initiatives. TEKsystems specializes in the following service offerings:

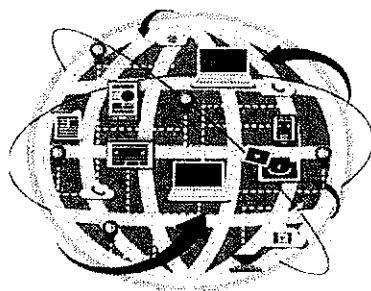
- **IT Staffing Services:** Complement and enhance the County’s in-house skills and capabilities.
- **IT Services:** Achieve the County’s business outcomes through a managed, project-based, or outsourced model.

TEKsystems service models are highly customizable to fit the County’s needs. We can provide varying levels of support, from staff augmentation all the way through a completely outsourced solution. The following sections offer a more robust description of our services.

IT Staffing Services

TEKsystems’ primary focus is supporting information technology initiatives. Our recruiting structure is uniquely segmented to align to each IT division including applications, network infrastructure, end-user services, digital services, and communications support:

DIVISIONAL ALIGNMENT FOR TECHNICAL SPECIALIZATION



- Applications
- Digital Services
- End User Services
- Network Infrastructure
- Communications

Figure 1. TEKsystems Staffing Divisions
 TEKsystems staffing services support each division of IT and digital services.

- **Applications.** Our applications consultants support all stages of the applications lifecycle, including analysis, design, development, testing, implementation, and maintenance. Skill sets include business analysis, business intelligence, customer relationship management, data warehousing, and enterprise resource planning. Each year we place over 23,000 applications consultants.
- **Network Infrastructure.** Our network infrastructure professionals assist our clients with planning, building, and running their network, data center, and security operations, as well as their project management offices. Skill sets include cloud computing, data center optimization and virtualization, and network and security monitoring. Each year we place over 20,000 network services consultants.
- **End User.** Our end user support professionals help our clients execute their help desk operations and provide desktop support. Our specialized focus on the end-user support market enables us to deliver IT professionals with expertise in operating system, ticketing system, remote control, VPN, and mobile technologies. Each year we place over 17,000 end user support consultants.
- **Communications.** Our telecommunications professionals provide installations, moves, adds, and changes to our clients like the County. Our specialized focus on the Communications market enables us to deliver people with experience in installations, testing, and project planning. Each year we place over 11,000 network services consultants.
- **Digital.** Our digital and creative services professionals enable our clients like the County to execute and strengthen your brand strategy, while fostering customer relationships across multiple user-interfaces and technologies. With these skills in high demand and short supply, our specialized focus on the digital and creative services market enables us to deliver IT consultants with expertise in: digital marketing, coding, design, SEO, and social media. . Each year we place over 9,000 network services consultants.

Recruiter Segmentation

We employ more than 2,200 recruiters who are each individually trained to understand the intricate details of specific IT divisions, as well as source and attract IT professionals with skill sets within the division.

TEKsystems recruiters are also segmented by skill set expertise, industry, and region. The County will be supported by our Tucson-based team of eight recruiters and five account managers who are specifically dedicated to staffing your initiatives. Thus, your systems administrator need will be sourced and provided by a network infrastructure-aligned recruiter who has experience serving the County. Recruiter segmentation ensures that our sourcing methods are specialized and reduce sourcing time by more than half the time it would take to source via traditional means.

Exhibit A Resources: TEKsystems' Local Consultant Network

TEKsystems' local consultant community maintains skill sets that align with each category in Exhibit A, and are located within 30 miles of the County's main office, as seen on the following page:

Skill Set Category	Local Consultant Network (30 miles)
Client Services	195
System Administrator	347
Developer	805
Analyst	883
Relationship Management/Supervisor	54

Workforce Management

Your account team works with our local consultant community to advance their individual career paths and ensure they remain prepared for our clients' assignments. TEKsystems' focus on consultant and client satisfaction increases retention for the County, which means your IT projects will remain supported and sustainable.

We offer the County workforce management, at zero cost, through our continuous communication model and overall talent management.

IT Services

The County can also rely on TEKsystems for services that build upon our staffing strengths and extend our value to help you achieve business targets. We have leveraged our unique perspective within our clients' organizations and our massive consultant network to design IT services that work where it matters most—in practice.

Three Divisions of IT Services

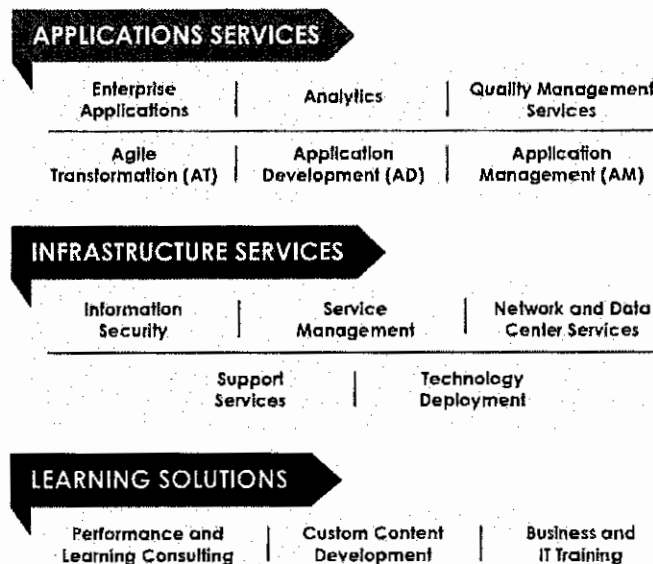


Figure 2. IT Services that Support IT Expansion

The County's project-based, outsourced, and managed services needs are supported by TEKsystems IT Service divisions: Applications Services, Infrastructure Services, and Learning Solutions.

- **Applications Services.** To remain competitive, you not only need to plan, build, and run your IT applications projects successfully, you also need to optimize application performance to gain the benefits of business intelligence. From specialized BI/DW and ERP support services, to custom software development, QA and testing, mobility and application management services, we can help the County realize ROI, while minimizing risk. Further, we can support your transition to Agile methods to increase speed to market and enhance collaboration between business units and IT.
- **Infrastructure Services.** As technology becomes more complex, data volumes grow. As the pace of business operations accelerates, the County must ensure your network infrastructure environment is flexible, agile, secure, and well-managed. Solid strategies for storage, unified communications, virtualization, and security—as well as the workforce required to lead and execute goals—are keys to long-term success. We provide Network Infrastructure Services to address critical components of IT Service Management (ITSM), information security, and infrastructure and communications services (Unified Communications and Collaboration, core infrastructure services). Our managed services and experienced consultants can help the County navigate unfamiliar territories and maximize performance.

Additionally, we offer level I, II, and III support desk services and technology deployment services that maximize productivity and drive down operational costs.

- **Learning Solutions.** IT is constantly evolving. To keep pace and maximize return on your IT investments, the County must equip your employees with the necessary skills to remain knowledgeable in this ever-growing industry. Through our suite of IT and business training courses, custom-developed solutions, and managed training services, we help you drive skill development and enterprise-wide adoption of new technologies and business processes.

2. Additional Services Beneficial to the County

Provide a description of any related Service and Solutions Proposer wishes to be considered as set forth in Exhibit A: Staff Augmentation Positions of the RFP.

TEKsystems Local and State Government practice customizes our solutions for the public sector and continues to modernize services that address your industry and department-specific challenges. Senior Account Manager Megan Soto will continue to use our quick and accurate delivery methods to reduce the County's administrative costs over time by retaining a qualified IT workforce.

In addition to staff augmentation services, we have the experience and structure you need in an IT staffing and services provider to deliver the County divisionally aligned solutions such as the following:

- **Risk and Compliance Practice.** Our focus on risk and regulatory support ensures regulatory compliance for our customers including more than 150 local government partnerships. Some of the skill sets we deploy for risk and compliance initiatives include operational risk analysts, documentation analysts, and reference data analysts. We focus on the resourcing needs of Technology, Operations and Lines of Businesses for regulatory and compliance initiatives across multiple industries. In addition to developing the risk and compliance needs of the County's business operations, our internal Operational Risk and Compliance department makes certain that our engagement adheres to all contractual obligations and minimizes risk for you. The County's developments and constituent-focused services remain compliant with current regulations, and fixed within security requirements, through our partnership.

- **Agile Transformation.** We stand out from our competitors because we are able to meet the needs of the full spectrum of Agile adoption: organizational change management, assessment, Agile delivery platform, integrated team coaching, development of an internal coaching program and training. Our objective is to help your organization deliver business value faster, acting as a catalyst to launch and support the adoption process until it reaches critical mass, becoming self-sustaining and self-sufficient.

- **BI/Analytics Practice & Partnership.** TEKsystems BI Analytics and ERP Support Services practice leverages partnerships that will empower the County's projects. Our Enterprise Applications and Analytics (EAA) division is the largest Oracle BI/EPM partner in North America. With locations in Charlotte, NC; Santa Clara, CA; Amsterdam; Cape Town; and London, EAA's core competencies include BI and EPM, Oracle ERP applications, and enterprise application integration. EAA is an Oracle Development Alliance Partner and BI Pillar Initiative Partner, as well as a Platinum Partner in the following specialties:
 - Oracle E-Business Suite Supply Chain Management
 - Oracle E-Business Suite Financial Management
 - Service Oriented Architecture 11g
 - Data Warehousing
 - Business Intelligence Applications
 - Oracle Business Intelligence Foundation

As an Oracle partner, we are able to enable the County to increase return on IT investments and improve business performance with focus on Oracle EBS, Oracle Fusion Applications, Oracle CX, Oracle HCM, Oracle VCP and Oracle FMW.

3. TEKsystems Managed Services Provider Program

Describe your company's Managed Service Provider program and its benefits to a public agency, including the Vendor management system utilized. Additionally, please note if the program is outsourced or in-house.

As the largest provider of IT staffing and services in the United States, TEKsystems has significant experience working through workforce management solution (WMS) programs. TEKsystems has over 10,000 consultants working through some type of workforce management program today.

Organization-wide, TEKsystems works with every major MSP in the industry including KellyOCG, Manpower, Adecco, TAPFIN, Pontoon, and Monument. Our experience encompasses supporting these third party systems, and working with internally managed programs as well. We also work with every major VMS application, including Fieldglass, Beeline/IQNavigator, Workforce Logic, and PeopleFluent.

TEKsystems has the understanding and experience necessary to work within these programs, as well as the ability to help analyze the needs of a client to assist in determining an appropriate MSP/VMS. We will customize a delivery model to fit the County's needs to maximize efficiency and ensure we comply with business rules outlined by your program.

As a non-franchised provider of contingent labor, TEKsystems has the ability to drive initiatives with each individual office to ensure consistent quality for our customers. When working with a WMS

customer, TEKsystems employs the following process to ensure alignment with the program's business rules:

- Meet with the customer and/or the WMS provider to gain a thorough understanding of the business rules of the program
- Craft solutions to address the specific business rules for the customer to ensure that TEKsystems can deliver quality service to the customer and to our consultants (e.g., approved time card deadlines, overtime policies, holiday schedules, etc.)
- Craft recruiting solutions based on the customer's specific needs and rules of engagement
- Communicate any changes in operating procedure (based on business rules and optimal recruiting model) to all offices that provide service to the customer
- Create and deliver an internal training program to ensure that any personnel that support the account are trained on the recruiting model, the VMS tool and business rules to ensure optimal delivery of a quality solution
- Create an ongoing communication and training plan to address any personnel changes at a local office level to ensure these changes do not impact service

4. Sourcing, Recruiting, and Assessing Candidates

Describe your company's methods of sourcing, recruiting and assessing candidates by job class (i.e. clerical/administrative, technical, professional).

Our Staffing Quality Process in tandem with TEKsystems Local and State Government Practice will ensure the County receives the resources requested in this RFP, quickly and accurately.

Staffing Quality Process®

STEP ONE: Market Analytics



Our recruiting process begins with understanding with Pima County's local labor market. Senior Account Manager Megan Soto teams directly with eight recruiters and five account managers in our local office who are professionally aligned to serve the local government. This team works with the IT professionals in your market on a daily basis, understands who is available for your initiatives, what their technical capabilities and professional preferences are, and who has experience working for government agencies. Your account team has the support of 10 additional recruiters in the Tucson office.

In addition, TEKsystems utilizes the following tools to keep abreast of trends in the labor market throughout Arizona, and monitor the quality of our consultant network:

Local Market Analysis (LMA)

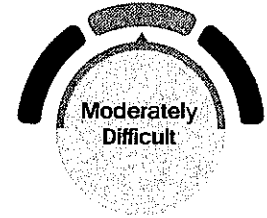
- IT skill set employment analysis to understand actual and relative measures of local talent
- Local and national wage analysis to identify opportunities and risks relative to compensation
- Applicant activity to gauge the interest of consultants for local opportunities
- Local industry employment analysis to identify which industries are adding or eliminating jobs in the markets where you do business
- Top IT employers to evaluate how well your Employee Value Proposition (EVP) positions your organization locally as you compete for the top IT talent
- Comparative market analyses to evaluate resource planning options across multiple markets

***Refer to the attached Sample LMA for Tucson, Arizona on the following page.*

Key Market Indicators

Recruiting Index

Labor Market	Current	Y/Y Change	Trending
Labor Force	478,362	1,757	▲
Payroll Employment	458,164	5,183	▲
Local Unemployment Rate	4.2%	-0.8%	▼
National Unemployment Rate	4.3%	-0.6%	▼
IT Unemployment Rate	2.4%	-0.4%	▼



Supply & Demand

Skill Sets	Supply		Active Candidates (CareerBuilder)	Demand (Job postings last 12 months)
	Total Workforce	Y/Y Change		
Applications				
Software Developers, Applications	1,370	-46%	329	2,354
Web Developers	330	-8%		
Computer Programmers	760	65%		
Computer Systems Analysts	1,410	1%		
Network Infrastructure				
Computer Network Architects	130	-7%	308	2,464
Information Security Analysts	190	90%		
Network and Systems Administrators	700	8%		
Software Developers, Systems Software	2,890	-		
Computer Network Support Specialists	470	18%		
End User Services				
Computer User Support Specialists	1,820	17%	554	1,091
Communications				
Telecom Equipment Installers and Repairers	670	22%	47	259
Telecom Line Installers and Repairers	170	6%		
Miscellaneous				
Computer and Information Systems Managers	730	-	140	1,400
Database Administrators	270	-4%		
Technical Writers	150	0%		
Computer Operators	70	40%		
Computer, ATM, and Office Machine Repairers	140	0%		
Computer Occupations, All Other	770	83%		
Totals	13,040	45%	1,378	7,568

Data is sourced from TEKsystems, the US Bureau of Labor Statistics and CareerBuilder. Analysis is based on TEKsystems' proprietary processes and methodologies. TEKsystems® 7437 Race Road, Hanover, MD 21076 | 888.835.7978 | www.TEKsystems.com | TEKsystems, Inc. is an Allegis Group, Inc. company. Certain names, products and services listed in the document are trademarks, register trademarks, or service marks of their respective companies. Copyright © 2017. TEKsystems, Inc. All Rights Reserved.

STEP TWO: Customer Knowledge



TEKsystems develops a deep understanding of the County’s IT initiatives, business expectations, and working culture. We use this knowledge to do more than rely on job descriptions when attracting great talent to your organization.

Megan Soto and the rest of your account team will highlight the importance of working at the County and compel the top local IT consultants to fill your requisitions. We create Employee Value Propositions (EVPs) to communicate the tangible and intangible benefits each position offers an employee. Since our primary research indicates the average consultant receives 50 recruiting solicitations a month, our EVPs are designed to successfully cut through competitive clutter.

We Build Our Understanding of the County

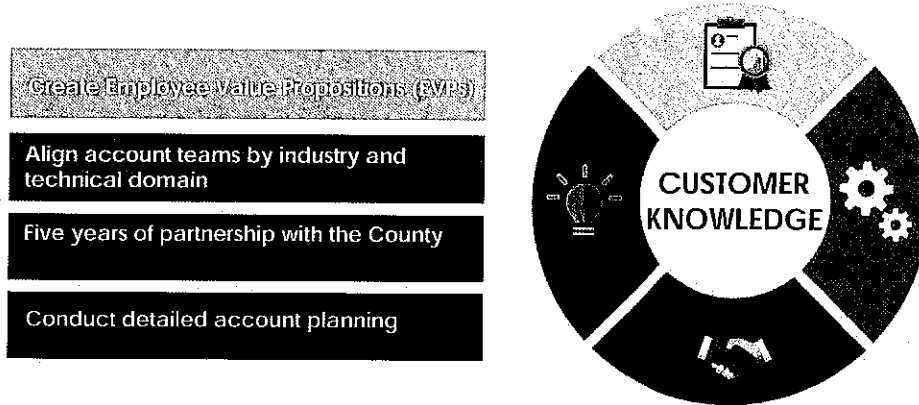


Figure 3. TEKsystems’ Knowledge of the County Helps Us Staff

TEKsystems local account team works to continuously understand the County’s needs and tailor our solutions to fit those needs and attract the right resources.

STEP THREE: Sourcing Strategy



Once our EVPs are crafted we construct a tailored sourcing strategy to identify the strongest candidates relative to your needs. One of the primary ways TEKsystems is able to staff our clients’ engagements so swiftly is by leveraging our referral-based approach.

Through this approach, your account team will gain recommendations and referrals of candidates who have proven their capabilities with our public sector clients. In fact, we can leverage our relationships with IT consultants who have previously worked for the County or another nearby municipality to gain the right resources. In addition to our referral-based approach, our more than

80 local market recruiters can use the following methods to source candidates based on the understanding of your requisition:

- **Our Massive Candidate Network:** Within Pima County, we have 8,301 IT consultants who have worked or are currently working for TEKsystems. As a result, we can offer you faster access to pre-screened consultants with a track record of success. Specific to the public sector, we have access to thousands of consultants who have experience working with customers similar to the County.
- **Professional Referral Network:** Due to the strength of the relationships we build with IT consultants and hiring managers, we are constantly obtaining referrals to other professionals who could benefit from our services.
- **Recruiter WorkSpace (RWS):** With approximately 3.4 million resumes at our disposal, our candidate relationship management system, RWS, streamlines the way we manage our resources.
- **Sub-vendor Program:** TEKsystems uses our sub-vendor program to access consultants on H-1B Visas, execute focused efforts to recruit pools of high-level consultants, and assist customers with minority spend needs.
- **National Recruiting Center (NRC):** Our NRC dedicates a nationwide focus on attracting specific skill sets in high demand.
- **TEKsystems.com IT Careers Site:** Our premier website for job search and recruiting represents over three million IT job seekers across North America.
- **Social Media:** We source through social media sites like LinkedIn. Our recruiters use LinkedIn Recruiter Professional Services for sourcing, gathering of intelligence, and communication with prospective candidates.
- **Career Fairs and Job Boards:** TEKsystems hosts local job fairs at colleges, universities, and various veterans- and minority-based organization sites. We also post openings on select job boards to reinforce recruiting efforts for upcoming contracts.

STEP FOUR: Screening & Selection



We aim to present candidates who have proven their qualifications to fulfill your job requirements. TEKsystems requires each candidate to undergo a thorough screening process that begins with resume highlighter tests, and continues with a series of interviews, assessments, and job preparation.

Sourcing and Assessment

Through TEKsystems Staffing Quality Process, we deploy a focused sourcing strategy that uses specific sourcing tools to deliver candidates who are qualified to meet your skill set requirements. Our referral-based approach reduces the time it takes to provide a quality consultant to the County.

Skill Set–Specific Screening

Our confidence in the candidates we present is based on our thorough screening stages. **Figure 4** details the elements within our full screening procedure.

Assessment and Screening Steps for Candidates



Figure 4. TEKsystems Multiple Screening Requirements

We are confident in the consultants we place with the County because our multi-tiered screening methods prove their qualifications to work for you.

As a part of our standard process, we:

- **Host face-to-face behavioral interviews:** We conduct behavioral interviews to gauge a cultural fit within your organization.
- **Conduct technical interviews and assessments:** We partner with IKM TeckChek™ to issue technical assessments, and/or our select panel of technical practitioners helps us evaluate new candidates' technical capabilities relative to their peers. A technical assessment will be administered to each candidate to evaluate their skills in comparison with other IT professionals in Pima County and the County's internal staff.
- **Perform two detailed reference checks:** We use supervisory references to validate our candidates' qualifications and gain insight regarding their ability to perform expertly in our customers' positions.

At a customer's request, we are also able to coordinate tailored drug, background, and security checks.

Many staffing companies say they screen to this level of detail. However, we present the results of each of our screening steps to our customers' hiring managers upon candidate submission. This way, they can be sure of our diligence and have confidence that the candidates we submit have more than a solid résumé. TEKsystems candidates possess the technical and soft skills required to get up to speed quickly, drive desired results, and fit perfectly into your corporate culture.

STEP FIVE: Relationship Management

Our recruiting process does not end once our consultants are hired. To manage the performance of our current consultants and aid in their retention, as well as proactively prepare for the County's upcoming IT needs, we have a formal process that keeps us in consistent communication with your hiring managers and our IT consultants. While we will increase the frequency of our communication process to best meet the County's needs, at a minimum of every 30 days, we conduct formal conversations with both the County and our consultants. We use these conversations to address any issues and to foster a sense of job security with our consultants so they focus on their current projects.

As one assignment ends, our communication process will help us gather client references for our consultants and effectively redeploy them into other engagements, which require their skill set.

Non-IT Skill Sets for the County

TEKsystems will leverage support from sister company, Aerotek, to provide the County with non-IT skill sets. Every year, Aerotek supports more than 17,000 clients with clerical, professional, and administrative workforce needs. The County's workforce needs will be supported no matter the technical or non-technical staffing opening.

5. Local Wage Levels

What methods do you use to establish local wage levels and how often are these levels reevaluated?

TEKsystems uses the following sources to present rates to our clients like Pima County that are fair and competitive within local markets:

- **Data from CareerBuilder, the Economic Research Institute, Salary.com, and others.** These sources maintain the most recent salary, compensation and cost of living information for a wide variety of industries and positions in various countries.
- **Bureau of Labor Statistics.** We monitor government salary data for all IT and related occupations in more than 400 metropolitan statistical areas across the US and Canada.
- **Client Salary Band.** Our clients' internal historical salary data can be included in our wage rate analysis.

We reevaluate our tools and rates per client, and at least once per quarter. We work with each consultant and our clients to offer mutually agreed upon wages. Thus, we use our experience working with the public sector and other clients in your market to determine local wages; however, every engagement and associated wages are customized.

6. Pre-Employment Requirements

Describe your company's pre-employment requirements, including drug testing and background checks.

TEKsystems Staffing Quality Process incorporates multiple pre-employment requirements through our screening methods. Each of our consultants are required to pass pre-employment technical assessments and interviews, as well as meet with your account team to review assignment requirements.

Reference Checks

After TEKsystems determines that there is a potential skill set match, personality match, salary compatibility, geographic alignment and time frame availability with a particular candidate, we will typically move into the technical employment reference check phase of our recruiting process. A minimum of two references from recent supervisors are required for each candidate. Upon request, we can coordinate communication between referral supervisors and the County's hiring managers.

Background Screening

Based on the County's requirements, we will inform the applicant that the job posting requires a background check after a conditional offer of employment has been made (post-offer) and prior to them beginning the job (pre-employment). The initial candidate search will consist of client-specific background screening criteria, as well as can offer lawful drug testing through our partnership with e-Screen or through a vendor of your choice.

- **Background Investigation Department.** TEKsystems' background investigation service was designed to ensure human resource and legal compliance. Our Background Investigation Department specializes in navigating the complex federal and state laws surrounding background investigations. This process protects not only our clients like the County, but also our applicant's rights under the Fair Credit Reporting Act. Through Sterling, we conduct five-year, seven-year, or 10-year background checks per your needed specifications. These extensive background checks review a candidate's educational background, criminal record, and employment record.

Upon request, your account team will coordinate fingerprinting as a background method with the County.

7. Consultant Benefits

Describe the benefits you offer temporary employees.

TEKsystems offers comprehensive benefits services, working with each consultant to tailor a salary and benefits package to their needs. These benefits take effect on the first month coinciding with or following the hire date.

As required on January 1, 2015, TEKsystems will provide health care coverage that meets with the affordability, minimum essential coverage and minimum value requirements, under the Patient Protection and Affordable Care Act of 2010 and the regulations issued thereunder for each Employee. The following voluntary benefits are available to our consultants:

- Health insurance
- Dental & vision coverage
- Life & AD&D
- Home & auto insurance
- Hospital expense protection plan
- 401(k) retirement savings plan
- Provisions for vacation & holiday pay

- Career planning
- Long-term disability
- Short-term disability
- Pre-tax transportation benefits
- Professional training
- Technical training

8. We Continuously Work with Our Consultants

Describe your company's client follow-through process for finding an employee and follow-through during employee's assignment.

TEKsystems helps our consultants build their careers through our Consultant Placement Process. This formal engagement model is designed to match our consultants with the County's opportunities that align with their interests and skills, while reducing sourcing time.

To provide the County with the best IT consultants, we engage each consultant throughout our relationship to stay informed of their progress, and provide guided support on assignment details and employment assistance. Like our partnership with the County, we work with our consultants at an ongoing basis to understand their needs and develop their professional network.

Once your account team receives your staffing requisition, we leverage our proprietary talent management database - Recruiter Workspace (RWS) - to identify a candidate who has already worked with the County or another local client on a similar engagement. TEKsystems' recruiters employ additional sourcing tools, if necessary, to provide your hiring managers with the top two candidates' resumes within 24 to 48 hours of requisition receipt.

When selected for the County's job assignment, our consultants are provided an onboarding experience to acquaint them with your requirements, facilities, and internal staff. Throughout the length of the assignment, we conduct touchpoint reviews with the County's hiring managers and our consultants. Touchpoint reviews are generally scheduled every 30 days, but can be modified to meet your requests. We evaluate the satisfaction of all parties, performance metrics, and provide solutions for improvement based on the County's feedback. Senior Account Manager Megan Soto uses a variety of tools to conduct touchpoints, including a formalized review form that addresses performance throughout the full duration of the assignment.

***A sample Customer Service Touchpoint Review Form is attached at the end of the proposal.*

9. Proactively Solving Challenges/Emergencies

Describe your company's methods for solving particularly challenging staffing assignments / large orders / emergency requests.

The County will be partnering with the largest IT services and staffing firm in North America. TEKsystems places 80,000 IT consultants to more than 6,000 clients every year. In Arizona, we employ more than 106 recruiters and account managers who have built a local consultant community of more than 8,301 proven IT consultants. More than 85 percent of that consultant total is located within 30 miles

of Pima County. We have the capacity to staff your largest IT workforce needs, as well as streamline ramp down efforts between projects.

In the event of an emergency request, Megan Soto and her team will access this consultant pipeline to deploy consultants immediately, after we brief our consultants on the County's requirements.

Phoenix Delivery Center. Additionally, our Phoenix Delivery Center employs 55 recruiters with plans to hire 25-30 more this year. This center assists local offices west of the Mississippi River by proactively building pipelines of in-demand skill sets and supplementing large recruitment efforts. Recruiters in Phoenix are both industry and skill set aligned and attend mandated trainings to maintain their subject matter expertise.

Past Performance with the County

Throughout our five year partnership, your TEKsystems account team has addressed the County's staffing requests and administrative concerns promptly after notification. We sit down with your hiring managers, gain insight on the need, and develop an interview process for pre-determined candidates to minimize delay in the hiring process. Senior Account Manager Megan Soto works with the County to orchestrate each tailored interview panel, interview style, and questions designed for each TEKsystems candidate.

10. TEKsystems' Business Hours

What are your normal company business hours? If an emergency arises outside of these hours, describe your processes for servicing a public agency.

TEKsystems normal business hours are between 8:30 am and 5:30 p.m. Senior Account Manager Megan Soto is available via mobile phone during and after normal business hours to address emergency needs.

11. Turnaround Time

Describe your turnaround time after receiving an order.

TEKsystems' average turnaround time following a request depends on the County's hiring process.

The average interval between the initial personnel request and TEKsystems' submission of appropriate resumes depends on the skill set requested. For most skill sets, TEKsystems is able to provide a potential candidate's resume within 24 to 48 hours. High-end skill sets may require 48 to 72 hours for the submission of an appropriate resume.

Before providing a candidate's resume to the Count, the candidate:

- Undergoes our intense prescreening process
- Understands the position thoroughly
- Is immediately ready to begin the interviewing process

The IT unemployment rate in the Pima County market is lower than three percent. Yet since the start of 2018, TEKsystems has filled your hard-to-fill positions in an average of 26 days from receipt of

requisition. This means that as IT professionals left current assignments (average of 14 days), we were able to place and onboard them with the County just under two weeks of assignment end.

12. On-time Fill Ratio

Describe your on-time fill ratio overall by job level as set forth below:

- a. 1 – Entry level with college degree or 1 year experience
- b. 2 – Mid Level with college degree and 2 years of experience
- c. 3 – Expert with college degree and 4 years of experience

TEKsystems has filled your hard-to-fill positions in an average of 26 days from receipt of requisition. This means that as IT professionals left current assignments (average of 14 days), we were able to place and onboard them with the County just under two weeks of assignment end.

Level of Experience	On-Time Fill Ratio with the County (not including washed reqs)
Entry-Level (1 year + degree)	14 out of 15
Mid-Level (2 years + degree)	14 out of 15
Expert (4 years + degree)	Nine out of 10

13. Example Resumes for Skill Sets Requested

Provide Example resumes for 3 of each level / role requested including three professional references.

Resumes are attached at the end of this proposal based on requirements set forth in Addendum No. 2.

14. TEKsystems Successful Project Implementations

Provide examples of successful project implementations, the role on the project, and the scope of the project by temporary employees your company has placed.

Successful Project One

Client: University of Arizona

Situation: System upgrade –The University needed to update the central Kuali financial system (KFS) from 3.0 to 60. KFS provides a comprehensive suite of functionality including financial transactions, general ledger, chart of accounts, purchasing/accounts payable, accounts receivable, labor distribution, contracts & grants, tax, capital assets, and pre-disbursement processing.

TEKsystems’ Solution: We placed Developer Amanda Zhang to support this initiative. She excelled in this role driving and completing several major enhancements and modifications.

She was assigned to set up a prototype, as proof of concept, with newly released KFS 7.0 (in an architect capacity). She led this project from implementation, data migrating and transforming, code merging, migrating to a new version, converting modifications to the new version, and fixing the external system integration. Upon completion of this project, the University's Executive Steering Committee decided that KFS upgrade project should adjust its goal by go-live with KFS 7.0 directly.

Result: This decision saved the university in budgeting and planning of a new project to upgrade KFS from 6.0 to 7.0. The KFS upgrade project went live with 7.0 successfully. The university is now running the highest version of KFS much earlier than originally planned.

Successful Project Two

Client: Arizona State University

Situation: Application Build – The University ended the relationship with their third party vendor that handled calls from online students needing assistance with their academic plan, and path to graduation. TEKsystems was tasked with building the SFDC dashboard for the University's Success Center.

TEKsystems' Solution: Consultants James Galindo, David Alcantar, and Ann Beattie helped design, develop, and deploy the dashboard in SFDC that the “coaches” would use to track each student's progress towards graduation. The goal was to create a proactive approach to helping students when they got off track and ultimately increase graduation rates. Student success is a key initiative for the University, which is why they wanted ownership over this role for their students.

Result: All three of our consultants were hired by ASU for full-time roles after six months of successful work on this project.

Successful Project Three

Client: Arizona State University

Situation: Application Refresh – The University's Student Services Department requested that the Graduate application be rewritten and redesigned. The legacy application was written in .NET. The University was failing to notify students in a timely manner that they were accepted into the school, resulting in a reduced acceptance rate.

TEKsystems' Solution: Consultants Jon Kennedy, Sai Reddy, Shawn-Rika Van Ess, and Raja Mukku worked with the business stakeholders to understand the requirements and update the functionality of the website using Java. The goal was to create a great student experience starting with the application process by improving the turnaround time to process applications.

Result: This team helped modernize the functionality and overall look of the site.

15. Measuring Turnover

How do you define and measure turnover? What is your current turnover rate by job category?

TEKsystems defines and calculates turnover as the percentage of our W-2 professionals' who quit or who do not finish their assignment. Of our 80,000 annual placements, 91 percent of these IT

professionals successfully complete their temporary assignment, or are hired as a full-time employee by our client.

16. Preparing Our Employees for Assignments

Describe how you prepare your employees for their assignments.

TEKsystems' provides each consultant with a comprehensive onboarding program once the County has confirmed candidate selection. Your account team notifies of compliance procedures, prepares them to review and complete any paperwork, and explains the County's hiring procedures before the start date.

Onboarding

Based upon consultant feedback, TEKsystems understands that a successful placement begins with a quality onboarding experience. Our onboarding process is customizable and designed to incorporate each of the County's requirements for training and security checks.

The program consists of the main steps illustrated in **Figure 5** below:

TEKsystems Onboarding Program

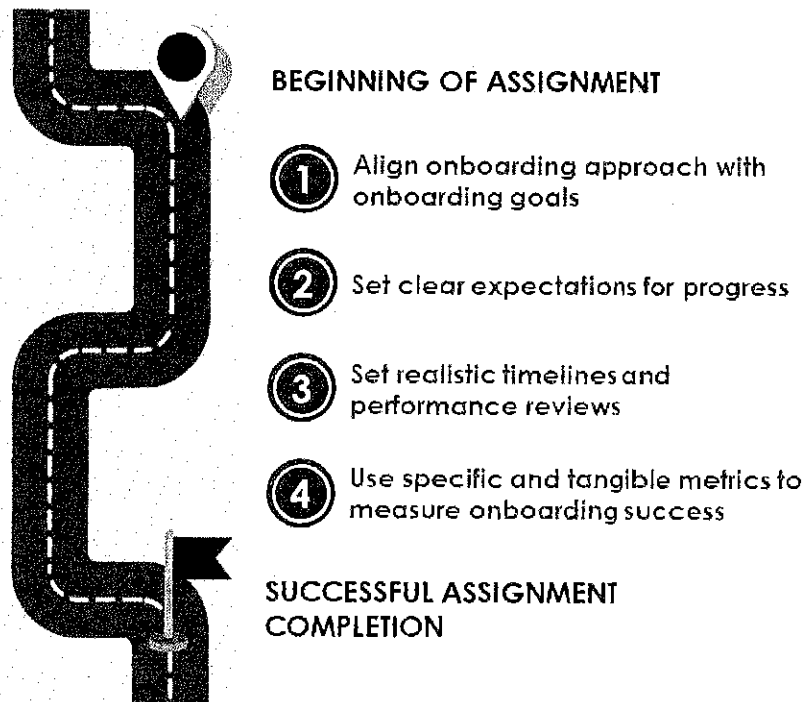


Figure 5. Comprehensive Onboarding
Each consultant receives onboarding to prepare them for their role at the County.

1. Informing consultants of your workplace requirements and their rights as an employee

2. Preparing TEKsystems’ account management team to ensure that each involved team member has an orientation on the County’s IT activities
3. Walking the consultant on site on first day of employment an introducing each consultant directly to your staff and their new working environment
4. Providing consistent communication and follow-up with each consultant

Your account team conducts regular touchpoints to evaluate our consultants’ performance during each review and determines if your staff and our consultants are satisfied with the current engagement.

17. Training Opportunities

What training opportunities do you offer to temporary employees?

It is important to TEKsystems that all of our consultants have the ability to improve their current skills and explore new skills. Consequently, we offer over 3,300 instructor-led and computer-based technical and professional courses to all of our consultants through Skillsoft. This offering allows real-time access to certification preparation, resources for on-the-job training and 24-hour online mentoring.

We Offer Multiple Training Opportunities

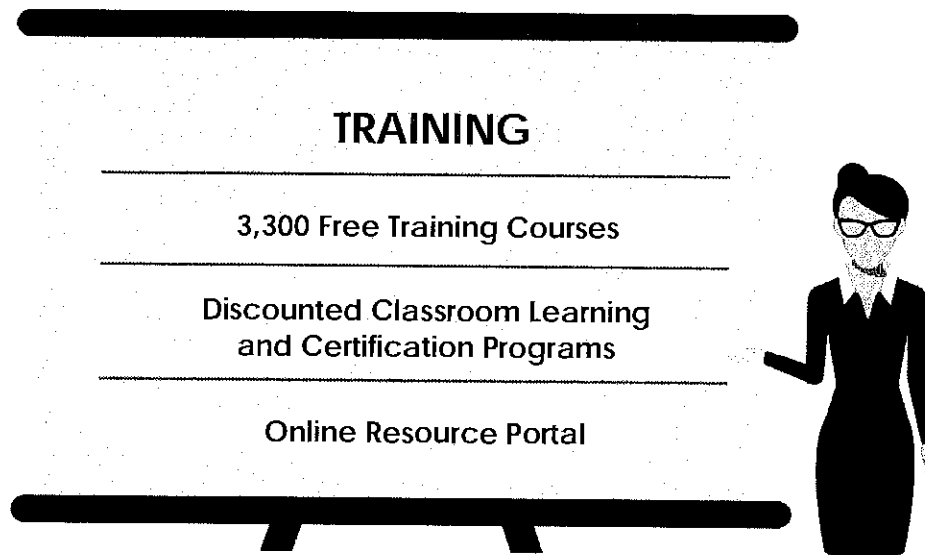


Figure 6. Customized Training for Advancement

TEKsystems offers training opportunities that fit our consultants’ development needs.

Additionally, consultants may take advantage of our TEKsystems community portal. The community is a new mobile-enabled, self-service platform that offers every consultant a variety of technical resources and links to maximize their professional development. The community also provides access to online training, as well as company and technology industry news.

18. Retaining Employees

Describe any programs in place to reward and retain employees.

Consultants rate our ability to keep them consistently employed **18 percent** higher than the competition.*

**TEKsystems Biannual Consultant Satisfaction Survey

TEKsystems has a formal retention program that has yielded significant success. TEKsystems consultants rate our ability to keep them consistently employed **18 percent** higher than our nearest competitor (TEKsystems Biannual Consultant Satisfaction Survey). Your local account team employs the following strategies to retain and rehire our best IT professionals:

- Using our proprietary candidate database to target consultants whose assignments end within 45 days
- Calling those consultants with a finish date within a 45-day window
- Engaging with that consultant to determine next steps based on their situation
- Updating the new finish date if necessary or beginning the re-qualification process (updated resume and exit reference check)
- Matching these consultants with local clients who have current or potential business

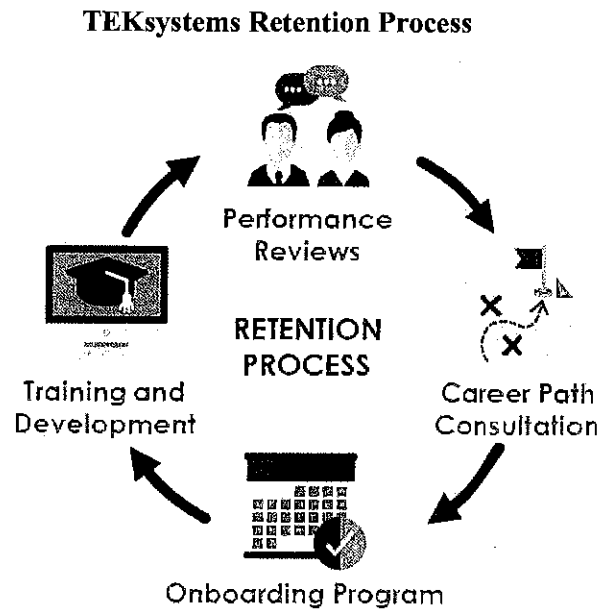


Figure 7. Retention Program

Of our 80,000 annual placements, 91 percent of these IT professionals successfully complete their temporary assignment, or are hired by the client.

Addressing Consultants' Needs

Upon first communication with a prospective candidate for the County, our recruiters will address the candidate's career goals, personal goals and areas for development/improvement. This information will be tracked in our proprietary candidate database, and these topics will be continuously addressed throughout our relationship with the consultant.

Regular Review Meetings

At a minimum of every 30 days, your account management team will facilitate performance reviews with the County's hiring managers and our consultants. These reviews typically lead to consultants extending their contracts, receiving training materials to bolster their technical abilities and receiving direct feedback on their performance. Our management of the complete lifecycle of each placement will ensure that each consultant is consistently meeting the County's expectations.

Additionally, TEKsystems will meet with consultants 45 days before the end of their assignment. During this service touchpoint, consultants share their feedback and build on their ongoing career development plan with our recruiters—allowing them to better concentrate on completing their work during the final days of their assignment.

Consultant Rewards & Incentives

TEKsystems is committed to recognizing consultant longevity and providing our consultants with the stability of continuous employment. Following are some of the ways that TEKsystems rewards consultant loyalty.

- **Multiple, Relevant Job Opportunities:** As the largest IT staffing and services company in North America and a vendor for over 6,000 clients, we can provide consultants with multiple, relevant job opportunities on each successive engagement. Consultant longevity is often rewarded via opportunities to work on challenging, high profile projects involving emerging technologies.
- **Formal Training:** Our formal training options—including over 3,300 instructor-led and computer-based technical and professional courses—give consultants the opportunity to further develop their skills, experience and performance, and prepare for future projects.
- **Completion Bonus:** Certain engagements offer completion bonuses awarded to consultants; the amount of these completion bonuses varies depending on the client and engagement.
- **Tenure Award:** We offer consultants a tenure award based on service levels of three, five, seven, 10, and 15 years. Consultants may choose a gift through our online store.

19. Special Programs

Describe any special programs that your company offers that will improve customers' ability to access Services or other innovative strategies.

TEKsystems Managed Staffing model supported under delivery management enhances our ability to make quality placements, as well as support any of your future contingent workforce needs.

TEKsystems Continuum of IT Services

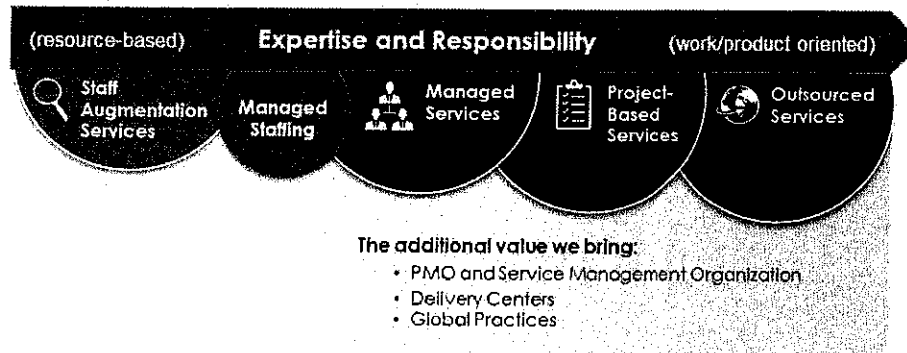


Figure 8. TEKsystems Managed Staffing Model

TEKsystems continuum of services offers a delivery management model along with staff augmentation.

This model offers the County the following benefits:

- Better control of how and where money is spent for contract resources
- Improved ability to scale resources based on desired capacity (ramping up or down as project needs fluctuate)
- Performance monitoring and optimizing the consultant’s capabilities
- Financial- and resource-based reporting to help the County analyze and optimize the overall project through financial, performance, and budget metrics.

An experienced, non-billable delivery manager will provide resource oversight to the County. Our delivery managers are responsible for both internal and external support functions including:

- Reporting for consultant performance metrics
- Financial and budget reporting for the specific engagement
- Resource utilization reporting
- Onboarding and orientation
- Performance evaluation/management for deployed IT resources
- Resource management and retention
- Offboarding programs and checklists

Our delivery manager can also provide support specific to:

- Budgeting
- Resource planning and scheduling
- Stakeholder communication
- Final quality oversight and control

20. Keeping Services Current

Describe the capacity of your company to broaden the scope of the contract and keep the service offerings current and ensure that latest standards and technology for staffing services.

TEKsystems will work with the County to provide services that address your IT challenges and project goals as they evolve. Our services are flexible and align with the technical landscape of the public sector. If the County desires to expand IT initiatives in a project-based scope or share ownership of the engagement with TEKsystems in a managed staffing model, Megan Soto will coordinate meetings with your hiring managers to discuss contractual requirements and service options.

We Remain Aware of IT Trends Impacting the Market

With more than 120 domestic offices and 70+ more throughout Canada, Europe, and APAC, TEKsystems is stays connected with the trends developing in more than 400 major markets. We currently serve more than 6,000 clients in every industry including the public sector. We have used the vast knowledge we have gained from these partnerships to develop best practices in IT staffing, and stay ahead of IT trends impacting the local and national landscape. We consistently seek opportunities to expand our service offerings based on our clients' needs.

Additionally, TEKsystems is proactive in the discovery of technical platforms that align with our recruitment and service standards, and enrich the way we reach the contingent workforce. At present, we use more than 50 technical platforms to source candidates and connect with our professional network including, but not limited to, the following:

LinkedIn RPS	CareerBuilder	Indeed	TEKsystems.com	Spark Hire	Google+
Medium	Glassdoor	Shapr	Krop	LocalSolo	Dribbble
Slack	Behance	GitHub	Entelo	Angellist	ArtStation

Recently our parent company, Allegis Group, acquired HiringSolved, the industry leader in aggregating candidate information from multiple social and technical platforms. Partnerships and acquisitions of this sort allow TEKsystems to expand our consultant community with quality resources and remain a leader in the IT services and staffing industry.

C. Quality

1. TEKsystems Gains Customer Feedback

Describe your customer satisfaction feedback mechanisms.

Our customer touchpoints are scheduled at least every 30 days during the length of our engagement. During touchpoints, we gain feedback from our clients' hiring managers to evaluate the performance of our consultants and our account teams. TEKsystems also initiates quarterly business reviews (QBR) to evaluate the performance of our engagement based on service level metrics of the previous quarter.

Customer Satisfaction Feedback Mechanisms

TEKsystems uses both quantitative and qualitative methods to understand customer (current and prospective) and consultant perspectives and trends. Research methods employed include:

Quantitative Methods

- **Satisfaction Surveys.** TEKsystems distributes biannual satisfaction surveys to our IT Staffing and Services customers, as well as our consultants. We utilize the survey data in conjunction with findings from our other primary research projects and secondary research findings. Our satisfaction surveys identify what is most important to clients and consultants and how satisfied each group is with TEKsystems compared to top competitors. Our survey results help us understand how to increase the value TEKsystems provides.
- **Industry Surveys.** We survey thousands of IT decision makers and IT professionals every year to keep a pulse on market trends to maintain our position as industry experts. Our market surveys identify temporary and permanent hiring trends, major IT initiatives, and other relevant IT issues and trends.
- **Internal Operational Reports.** TEKsystems runs internal reports that give insight on individual IT skill sets. Some of the areas we track include:
 - Supply and demand
 - Open and filled requirements
 - Turnover and retention
 - Time to fill

In addition, we use these reports to track the total number of new candidates we add into our system every week, month, and year. These reports help us monitor various trends by different skill sets and what our clients are requesting.

Qualitative Methods

- **Client Councils.** Informal monthly meetings held with our clients to assess client satisfaction and facilitate understanding of client needs at onsite and offsite locations.
- **Executive Management Visits.** Members of TEKsystems Services' executive team make regular visits to our client's location to elicit client feedback.

- **Focus Groups.** TEKsystems regularly conducts focus groups with customers (current and prospective) and consultants to understand the voice of the customer. Recent focus group discussions have centered on consultant preferences, human resources, and procurement vendor management stakeholder wants, needs, and challenges within specific IT arenas like network infrastructure.

We use these forums to set and refine our strategies and processes to better serve the needs of our clients and consultants.

2. Customer Satisfaction Rating

What is your current overall customer satisfaction rating? What programs do you have in place to improve your overall performance?

TEKsystems conducts biannual customer and consultant satisfaction surveys to monitor how we are performing based on Net Promoter Score (NPS).

In our most recent survey conducted by Inavero, our clients said that consistently providing quality IT talent is the most important thing they look for in a vendor, followed by understanding and sharing local labor market trends. TEKsystems' NPS score was 56 percent higher than the staffing industry average for providing this to our clients. Our customer retention rate is 98 percent.

Continuous Improvement Program

As part of our continuous improvement program we established quality management and assurance processes that enhance our operations and provide the highest client service levels in the industry.

TEKsystems' Staffing Quality Process ensures the County receives quality IT consultants by:

- Maintaining continuous communication
- Conducting customer satisfaction surveys
- Setting up service standards and measurements
- Thoroughly screening every candidate prior to submission
- Offering quality guarantees

Communication

Open and honest communication plays a large role in our quality process.

- **Before consultant submission:** Before a consultant is submitted to a position opening, we first understand their skills, goals, and career interests. If we determine a potential match, we then share the specific job and performance expectations involved in the role. Once a consultant is hired, we again review these expectations prior to the assignment's start date.
- **First Day:** After a consultant's first day and first week on an engagement, we touch base with the County and our consultant to ensure the transition onto the assignment went smoothly and resolve any outstanding issues.

- **Monthly Meetings:** While we will increase the frequency of our subsequent communication to best meet your needs, at a minimum of every 30 days, our account team conducts structured conversations with the County and our consultants. In these conversations, we assess our consultant's performance and discuss improvement or development opportunities from both the County's and consultant's perspective. All challenges or opportunities are addressed through tailored action plans. These discussions enable us to proactively resolve and prevent any performance or retention issues before they become problematic. They also allow us to be proactive in planning for our client's upcoming workforce needs.
- **Performance Reviews:** During periodic performance reviews, we can provide a performance scorecard that meets the County's specific objectives. Some key performance indicators we gauge include: consultant fit, technical skills, quality of work provided, preparedness, professionalism, and timeliness.

Sourcing and Screening

TEKsystems leverages our vast network of relationships with over 81 percent of the North American IT workforce to recruit top talent to our openings. Every week our 2,500 recruiting specialists speak with 30,000 IT professionals and meet with more than 10,000 face-to-face. Before submitting candidates to our clients, we thoroughly screen each consultant through a robust screening process, including:

- Behavioral interviews to assess a cultural fit
- Technical assessments through an IKM TeckChek™ skills exam to ensure technical competence
- Technical interviews with proven TEKsystems consultants with similar experience and a successful track record to validate technical qualifications
- Two recent and relevant references (minimum) to validate our candidates' employment histories, career accomplishments, and work styles

Upon submitting a candidate to you, we will prove our due diligence in making the right match by sharing the results of these screening stages with you. We will even offer to connect you with the candidate's references should you want to speak with them directly.

3. Evaluating Performance of Consultants

Describe your processes for evaluating the performance of your temporary employees.

Your account team will conduct regular 30-day performance reviews throughout the duration of the engagement to understand consultant satisfaction level, as well as evaluate their performance. We also conduct onsite visits to speak with our consultants and the County's hiring managers.

4. Escalation Process

Describe your problem escalation process.

TEKsystems works diligently to prevent issues that may hinder our ability to provide the County with the quality service you expect. However, in the event of an unavoidable conflict, we have procedures in place to quickly address and resolve the issue with the least possible disruption to your engagement.

Avoiding Issues Before They Occur

It is rare that TEKsystems receives complaints about the performance of our IT consultants. Because we base our sourcing strategy off an internal pipeline of proven resources and pre-screen our candidates to match your specific technical environment and corporate culture, we maintain an industry-leading standard when it comes to matching clients with the right candidate. We back this up with the fact that 96 percent of our resources successfully completed client assignments last year.

In addition, we know what the client is looking for up front by proactively setting formal, regularly occurring touchpoints. These touchpoints allow us to address whatever the client needs and proactively prepare for upcoming projects. As a result, our customer satisfaction score is rated 33 percent higher than our competition.

Issue Resolution Process

Our issue resolution model is based on our exclusive 1:24 policy. Any TEKsystems employee notified of an issue has:

- 1 hour to provide a response
- 24 hours to provide a solution

If an issue is not resolved within 24 hours, it is automatically escalated to the next level. **Figure 9** introduces our levels of escalation.

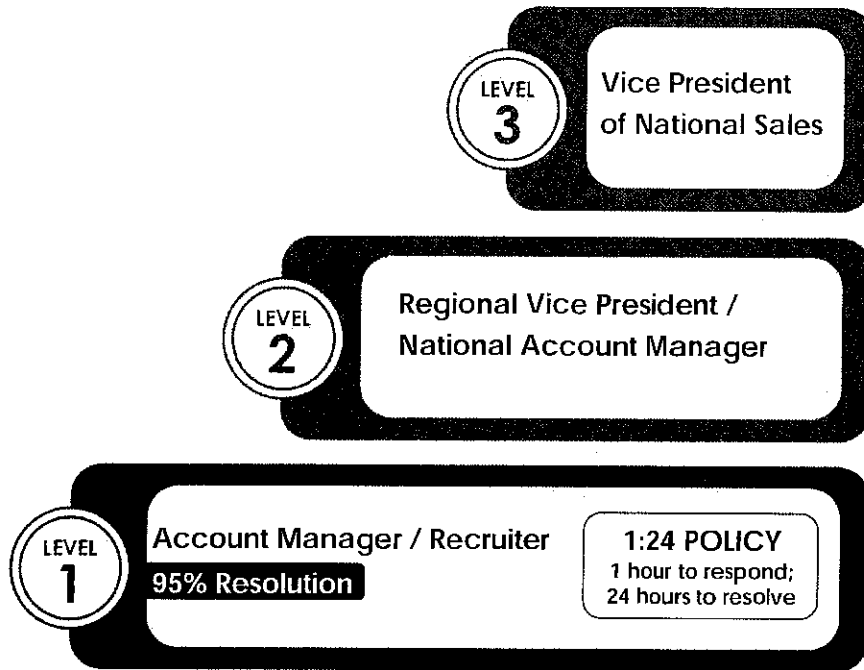


Figure 9. TEKsystems Issue Resolution Levels

More than 95 percent of any issues are resolved at the local level. TEKsystems tiered escalation process supports the County and each of our clients at every level.

Level I: Local Support

Resolution: Over 95 percent of all issues are solved at this level.

Support Team: Director of Business Operations Rodney Crawford, Senior Account Manager Megan Soto, Recruiters Bryant Munoz, Eric Townsend, Alex Marshall, Carlos Caronoda, Alexis Batista, Hailey St. Clair, Mayra Almada, Martin Martinez, and Customer Support Associate Christina McCann

Levels II and III: Regional/National Support

Resolution: All issues escalated beyond the local level will be resolved immediately.

Support Team: Vice President of Regional Operations Chris Russell, Regional Executive Director Kristen Corona, Vice President of Government Services Mark Clarke, Director of National Accounts Lisa Emme, and Senior Manager of Operations Support Ricky Almada

5. Measuring Minimal Customer Complaints

How are customer complaints measured and categorized? What processes are in place to know that a problem has been resolved?

Your assigned account team addresses all notifications from our clients with the same level of urgency. TEKsystems 1:24 policy ensures that we acknowledge receipt of client request or complaint one hour from notice, and provide a prospective solution within the following business day. We proactively work to provide a solution to the issue until the problem is resolved, and our clients' hiring managers are satisfied.

TEKsystems solutions are tailored to meet our clients' needs, based on the conversations we have with their hiring managers on a regular basis. We customize our approach with every engagement, and work to be valuable partners to our clients to avoid any issues or complaints.

6. Performance Metrics

What performance metrics do you believe will help your company and a public agency be successful?

We can work with the County to create Service Level Agreements (SLAs) to establish the performance standards that meet your expectations. These metrics will guide the quality of our services by outlining the County's specific expectations as well as establish the necessary corrective procedures.

Additionally, our Staffing Quality Process has internal standards for each step of the process that we follow to confirm that each candidate is fully qualified for the position.

Some examples of Service Level Agreement metrics include:

- Response Time
- Fill Ratio
- First Time Quality
- Successful Placement
- Retention

- Manager Satisfaction
- Consultant Satisfaction

7. Managing Service Levels Across Locations

How do you create and manage service levels across all locations?

TEKsystems considers the unique characteristics of each customer relationship when developing service standards, and maintains standard operating procedures to ensure service level metrics are maintained across each of the County's departments. Senior Account Manager Megan Soto will work with the County's hiring managers to establish agreed upon service levels. Performance evaluations will coincide with the service level metrics set at the beginning of our engagement.

8. Service Guarantees

What service guarantees will you offer a public agency?

TEKsystems proactively monitors employee performance; however, we have a Service Guarantee in place in case a candidate is discharged by the County for any reason other than lack of available work. If you are not absolutely satisfied with the performance of one of our consultants, you will have to notify TEKsystems within the first five (5) days of employment. TEKsystems will replace the employee and you will not be invoiced for any of his or her time. To uphold our exceptional standards of quality, we maintain consistent communication between clients, account managers, recruiters, and employees.

Additionally, we offer a full refund for permanent hire placements deemed unsatisfactory within their first 30 days of employment.

9. References

Provide at least three references for your company.

Client & Contact Person	Contact Information
Client: ADOA - Arizona Strategic Enterprise Technology (ASET) Contact: Suzan Tasvibi-Tanha, Chief of Enterprise Shared Services	100 N. 15 th Ave. Suite 400 Phoenix, AZ 85007 O: 602.542.1111; M: 602.513.0809 Suzan.tasvibi@azdoa.gov
Client: Sacramento County- Department of Technology Contact: Debbie Nadolna, IT Division Chief – Network, Security, Telecom	799 G Street Sacramento, California 95814 916.875.6724 nadolnad@SacCounty.NET
Client: Sacramento County- Department of Technology Contact: Kristin Echols, Chief of E-Government-Apps, Dev, BA/PM	799 G Street Sacramento, California 95814 916.876.6414 echolsk@SacCounty.NET
Client: Rio Rancho Public Schools	500 Laser Rd NE,

Contact: Paul A. Romero, MA CETL; Executive
Director of Information Technology

Rio Rancho, NM 87124
505.962.1155
Paul.romero@rrps.net

10. Subcontractors

Do you plan to use subcontractors? If yes, please identify in detail how you plan to use subcontractors.

We do not anticipate the use of subcontractors for this agreement. However, in the event that the County requests a specialized resource we are unable to quickly source internally, or if you have MWBE goals to meet, TEKsystems will leverage our sub-contractor partnerships to attract the qualified professional.

TEKsystems maintains a certified sub-contractor list with more than 200 certified sub-contractor firms, including more than 110 minority-owned, veteran-owned, and women-owned companies. One of our primary sub-contractors, Populus Group, manages the employment of the H-1B population. Your account team is able to leverage Populus Group to provide the County with hard-to-fill skill sets.

D. Staffing Plan

1. Implementation Plan

A staffing plan is required which describes the Offeror's proposed staff distribution to implement and manage this contract throughout the term of the contract. At a minimum, this plan should include the following:

- a. Identify the key personnel who will lead and support the implementation period of the contract, along with the amount of time to be devoted to implementation;
- b. Identify the key personnel who are to be engaged in this contract throughout the term of the contract and their relationship to the contracting organization;
- c. Provide a chart that shows 1) the time commitment of each professional staff member that will be devoted to the contract, 2) each member's role in maintaining and growing the contract; and 3) a timeline of each member's involvement throughout the contract.

TEKsystems' implementation plan for the County incorporates the following three phases:

1. Pre-implementation
2. Implementation
3. Post-implementation

This plan begins with TEKsystems and the County signing the contract, continues with the formation of our operations plan, and concludes with measurable post-implementation activities. The following sample implementation plan and proposed timeline are customizable to your needs.

Phase 1: Pre-Implementation

1. **Execute contract and update records:** Execute and deliver a mutually agreeable contract from our legal department to the County's designated point of contact. We will update the Pima County Contractor record using VRAMP and VSS online portals.
2. **Designate a primary point of contact and back-up contact:** Senior Account Manager Megan Soto is designated to coordinate and approve vendor staff time reports, approve invoices, and resolve administrative issues concerning vendor staff and other commitments. Megan is supported by four additional local office account managers.
3. **Review contract with internal stakeholders:** Megan notifies our HR department and local account and customer support teams of the contract and holds an internal review session with each team. Your account team is composed of eight recruiters including: Recruiters Bryant Munoz, Eric Townsend, Alex Marshall, Carlos Caronoda, Alexis Batista, Hailey St. Clair, Mayra Almada, and Martin Martinez. Megan will receive support from, Account Managers Guillermo Anaya, Chase Alfred, and Megan Wertman.
4. **Develop communication for contractor base:** Formal meeting is set between the TEKsystems implementation team and the County's internal stakeholders to develop a communication plan to current contractors.

Phase 2: Implementation

1. **Finalize service level commitments:** Mutually agree upon and finalize service level agreements (SLAs).
2. **Determine reporting requirements:** Finalize all other reporting measures to satisfy the needs and demands of the County's stakeholders.
3. **Confirm communication cadence with the County:** Develop and finalize a plan outlining the communications protocol between our local account team in the Pima County market and the County's internal stakeholders. At a minimum of every 30 days, we meet with our deployed consultant base and the County's project points of contact. Depending on the scope and complexity of the initiative, we may hold in-person weekly, bi-weekly, and monthly touchpoints, supplemented by regular phone calls.
4. **Develop and communicate workforce management plan:** If necessary, Senior Account Manager Megan Soto holds a follow-up call with our local office in your market to ensure a thorough plan is in place to support the County. We hold this call after our meeting with the County. Megan Soto arranges proper delivery support to uphold our initial 30-60-90 day resource allocation planning.
5. **Proactively ensure compliance:** Your account manager holds a meeting with our internal risk mitigation and compliance department to review the final contract requirements and the initial 30-day resource allocation plan.

Phase 3: Post-Implementation

1. **Host quarterly business reviews:** Hold quarterly review sessions to review SLAs and overall expectations. This vendor performance review is based on the established SLAs that we develop during implementation.
2. **Hold compliance reviews:** TEKsystems and the County review our support team's performance, addressing items that may include invoicing, drug and background check requirements, and adherence to program rules and guidelines.
3. **Review consultant performance with the County:** TEKsystems and the County review our deployed consultant base's performance and recommends training or certification courses as needed.
4. **Review performance with consultant:** We meet with our consultants to strengthen engagement, provide performance feedback, and ensure that consultants feel like a member of the County's team. This level of interaction and engagement is the key to consultant retention.
5. **Continue conversations around the County's business goals and expectations:** We discuss the County's local initiatives and objectives to ensure our support remains relevant. Based on the County's existing and anticipated needs, we may ramp up or scale down our local delivery personnel as necessary.

Proposed Timeline

The sample timeline is based on TEKsystems’ experience with the County and potential milestones:

COMMUNICATION & EXECUTION WITH NORTHERN TRUST		
PRE-PLACEMENT PLANNING STAGE		
List No.	TEKsystems Action	Estimated Timeline
1	Primary point-of-contact, Senior Account Manager Megan Soto, will work with Northern Trust to schedule contract kickoff meeting and update the Pima County Contractor record	Day 1
2	Senior Account Manager Megan Soto notifies TEKsystems HR department and Tucson-based Customer Support Team of new engagement and holds internal review session of previous MSA and newly executed.	Day 1
3	Senior Account Manager Megan Soto sends formal communication to notify leadership within TEKsystems Local and State Government practice.	Day 1
4	Additional communication is sent to our recruiters and account managers who support TEKsystems Phoenix Delivery Center, and two (2) offices throughout Arizona. <i>Recruiters and account managers are segmented by technical specialization and industry.</i>	Day 1-5
5	Formal meeting is set for TEKsystems internal account management team, including Senior Account Manager Megan Soto, and the County’s stakeholders for the purpose of planning, and evaluating current stage of Agile development and workforce challenges.	Day 1-5
6	Following strategy finalization and pricing agreement, a communication plan is designed with the County stakeholders, including current resources working on project and your hiring managers for Quarter 1 of engagement.	Day 1-5
ATTRACTING & DEPLOYING QUALIFIED RESOURCES		
1	Tucson-based account team leverages pipeline of County-aligned IT consultants and our local pre-screened professional network to gain referrals and determine who meets your requirements and. <i>Sourcing time reduced by half that required in traditional sourcing</i>	Day 1-5

2	Senior Account Manager Megan Soto provides the County junior to senior level consultant resumes for Client Services, System Administrator, Developer, Analyst, and Relationship Management roles, as they relate to IT, within 24 to 48 hours after determining consultant availability.	Day 2-3
3	Screening results are provided to the County's stakeholders. Formal communication is held with the County to identify top candidates and their availability.	Day 5-14
4	Your account team leverages TEKsystems Risk Mitigation and Compliance Department to strategize contractual requirements and our Backgrounds Investigation Department or your preferred vendor to conduct background screening for each selected candidate.	Day 5
ONBOARDING		
1	Senior Account Manager Megan Soto talks to the consultants prior to assignment start to set expectations and review all contractual requirements.	Day 1 of engagement
2	Senior Account Manager Megan Soto onboards the consultant with a detailed checklist from acquiring their badge, orientation including touring the facility, finding their desk location, to manager handoff.	Day 1-2 of engagement
3	Senior Account Manager Megan Soto follows up with the consultant at the end of the first day and week to ensure all is going according to plan.	Day 5 of engagement
IMPLEMENTATION AND COMMUNICATION		
1	Senior Account Manager and the County finalize service level metrics and reporting schedule for Quarter 1.	Week 1 of engagement
2	Develop and finalize a plan outlining the communications protocol between our local account team in the Pima County market and the County's internal stakeholders.	Week 1 of engagement
3	Senior Account Manager Megan Soto holds a follow-up call with our local office in your market to ensure a thorough plan is in place to support the County. She arranges proper delivery support to uphold our initial 30-60-90 day resource allocation planning.	Week 1 of engagement
POST-IMPLEMENTATION		
1	Senior Account Manager Megan Soto, our internal compliance teams, consultants, and the County's stakeholders hold a formal meeting to review performance of the engagement and satisfaction level across the board,	Monthly

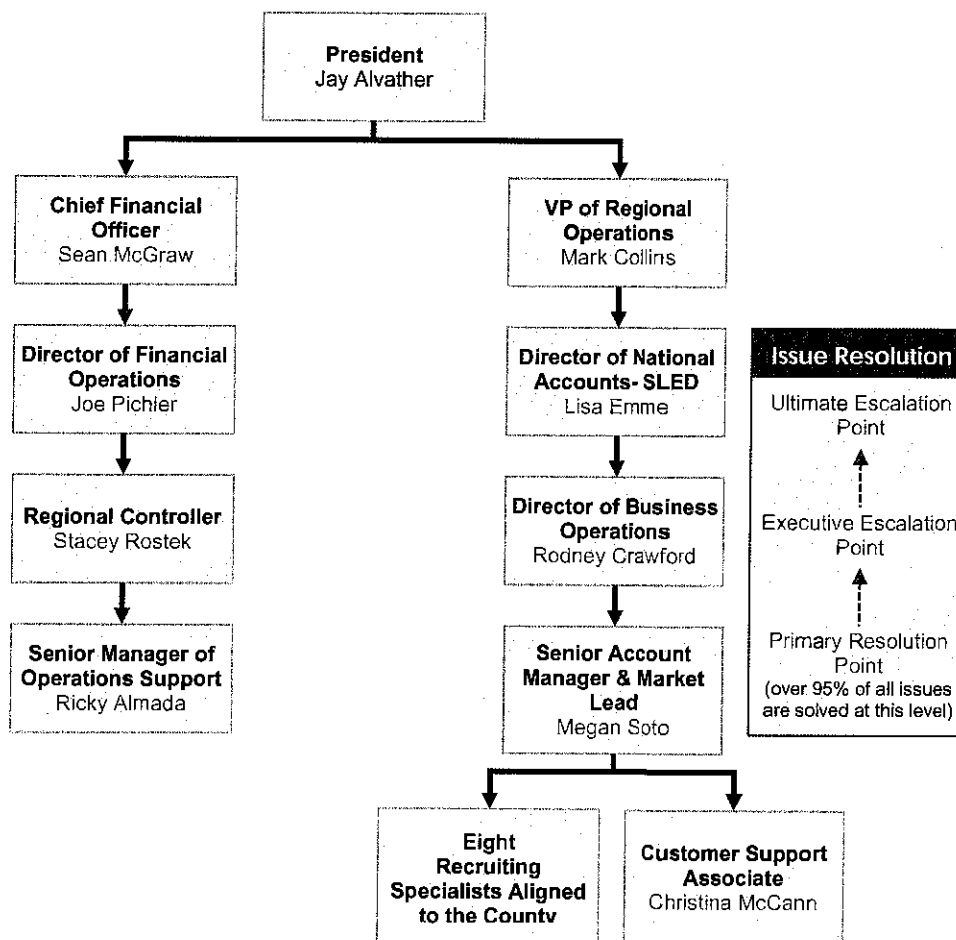
	at least every 30 days.	
2	Hold quarterly business review sessions to review SLAs and overall expectations.	Quarterly
3	Communicate with the County to understand your local initiatives and objectives, and ramp up/down project resources based on your changing needs.	Ongoing

2. Organizational Chart

Provide an organizational chart of your company.

Local, regional, and executive leadership with Local and State Government practice expertise will support the County, as introduced by the organization chart below:

TEKsystems' Lines of Authority for the County



3. Account Team Personnel Resumes

Submit the resumes of the below personnel:

- a. The person your company proposes to serve as the Accounts Manager,
- b. Key executive personnel that will be supporting the contract.

THE COUNTY'S ACCOUNT TEAM

TEKsystems Tucson office supports the County. In Arizona, we employ more than 80 recruiters in our Phoenix and Tucson branch offices, as well as in our Phoenix Delivery Center. Of the 80 recruiters, five account managers, including your primary point-of-contact Megan Soto, and eight recruiters are strategically aligned to source and attract resources for the County's workforce needs. Your account team collectively offers the County more than 45 years of experience staffing IT initiatives and problem solving for our clients.

*** Resumes highlights for key leadership personnel are provided on the following pages.*

Megan Soto – Sr. Account Manager & Market Lead, Government Services

Megan has provided excellence in service with TEKsystems for more than eight years. Currently she leads the state, local, and higher education practice for TEKsystems in Tucson, Arizona as well as manages the operations for the Tucson delivery team. Megan is the chair for the Women in the Workforce committee, ambassador for the Arizona Technology Council, and active participant in Pima County and Pima Community College panel discussions on market and industry trends affecting the technology market locally. She and her supporting team of eight recruiters and five account managers have worked tirelessly to provide the County with the resources needed to continuously be successful.

Megan reports to local market Director of Business Operations Rodney Crawford.

Rodney Crawford – Director of Business Operations, Phoenix, Arizona

Director of Business Operations, Rodney Crawford, has worked for TEKsystems for more than 11 years. Currently he leads the daily operations for TEKsystems local branch offices in Phoenix and Tucson, Arizona. Rodney runs the operations, people and customer strategy for the Phoenix and Tucson markets which includes 80 recruiters in local offices and our Phoenix Delivery Center. The market supports approximately 110+ customers, including 15 public sector organizations, and 325+ consultants currently employed.

Recruiters Supporting the County

Industry-Aligned Recruiters in Tucson	
Bryant Munoz	Eric Townsend
Alex Marshall	Carlos Caronoda
Hailey St. Clair	Mayra Almada
Martin Martinez	Alexis Batista

Resume Highlights

MEGAN SOTO

As a Senior Account Manager within our Government Services vertical, I support public sector IT programs for federal, state, local and higher education. I provide a quality-focused approach to service delivery, and the highest-caliber technical professionals in the market in order to help our clients successfully plan, build and run their critical technology initiatives.

Experience

Sr. Account Manager II, Government Services	Oct 2014 – present
Account Manager	Feb 2013 – Oct 2014
Senior Recruiter	Dec 2012 – Jan 2013
Technical Recruiter	Sep 2010 – Dec 2012

Education

Bachelor of Science, Business Management May 2010

Recommendations

“I’ve worked with Megan for several years, through several jobs and a half-dozen or more recruiting efforts; throughout all of it she and her team have been supremely helpful, and through her assistance I’ve made several extremely competent and motivated hires. She makes a concerted effort to stay in touch, so that she has my organizational and institutional context clearly in mind as we work together to find the people I need to get the job done. Her expertise and eye for detail have been a significant factor in improving the quality of my teams, my department, and our ability to meet the needs of our stakeholders.”

– **Mike Simpson, Department Head – Technology Strategy & Services at University of Arizona Libraries**

“Megan has helped me create an amazing team. Her staff worked hard to find all the right people not just with the correct skills but that would meld with our environment. She has always responded to my requests, even would she should have been sleeping! I appreciate her hard work and dedication.”

– **Paula Whittemore Montoya, Manager Truepoint Solutions**

More information can be found on my LinkedIn profile: <https://www.linkedin.com/in/megan-soto-94278625/>

RODNEY CRAWFORD

As a Director of Business Operations, I support public sector IT programs for federal, state, local and higher education. I provide a quality-focused approach to service delivery, and the highest-caliber technical professionals in the market in order to help our clients successfully plan, build and run their critical technology initiatives.

Experience

Director of Business Operations	Jul 2011 – present
Account Manager	Nov 2006 – Jul 2011
Technical Recruiter	April 2006 – Nov 2006

Education

Bachelor of Science, Business Management May 2010

Recommendations

“I've been a client of Rodney's over the past few years. He's a great business partner, great communicator and truly get's our culture. It's not always easy to find someone who can look out for our business while also looking out for his own. I'd definitely recommend Rodney.”

– **Jennifer Goldman, VP of HR – Team Snap**

“Rodney has been a great partner for many years. He has taken the time to know our business and my teams specific needs, which has allowed him to provide us with exceptional service.”

– **Diz Carter, VP of Technology Operations and Office Services, at Return Path**

More information can be found on my LinkedIn profile: <https://www.linkedin.com/in/rodney-crawford-0041492/>

Exhibit D: Bid Item List

Pricing

Based on communication with Solicitation Contact, Sal Servin, TEKsystems has provided an alternate rate structure on the following page. Benefits for the County under this rate structure are detailed below:

TEKsystems' Pricing Philosophy

As part of our standard pricing model, TEKsystems offers a negotiated bill rate with clients.

Our top priority is to deliver the most qualified IT talent to our clients. In partnering with over 6,000 clients and placing over 80,000 IT consultants every year, we have leading-insight as to why flexible bill rate models with rate ranges are more beneficial to the realistic workforce planning initiatives of our clients.

The benefits of a bill rate structure include:

- The bill rate structure provides the County more cost control and transparency. A markup structure is a constantly moving target, making the cost structure for projected staffing needs unclear. Our bill rate structure allows the County's managers to accurately forecast staffing costs associated with the skill sets they require. This leads to a more accurate budgeting process.
- Unlike a bill rate structure, a markup structure provides staffing companies with incentive to inflate the direct labor costs to drive up their margins. This issue is compounded when companies wish to transition a contractor to a permanent position while working from a markup agreement. Since the markup inflated the contractor's compensation, that contractor is better off financially to remain contracted than to accept the permanent role at a fair market rate.
- A mutually agreeable bill rate is critical to managing direct labor rates for our clients and it allows us to source the most qualified candidates for the County. Clients who move to markup models often report a significant drop in candidate quality because recruiters are not incentivized to provide the best IT candidates to clients using a markup. They are going to take their best talent to clients who will give them a higher margin for the most qualified talent.
- Bill rates account for the ebbs and flows of the local market. TEKsystems recruiters know which skillsets are in demand in Pima County and our bill rates account for attracting those candidates. While markup models may provide some short-term cost savings in the beginning of an engagement, they do not account for supply and demand trends. This failure can greatly diminish the pool of available talent for clients who use markup models.

TEKsystems' Alternative Pricing Structure

TEKsystems is providing an alternative pricing structure based on the County's approval, that details not-to-exceed bill rates for each skill set requested in Solicitation No. 283875-RFP.

Position Title	Not To Exceed Bill Rate Range
Field Tech Lead	45-65/hr.
Senior SCCM Tech	55-70/hr
Configuration SCCM Tech	55-70/hr.
Field Tech	30-50/hr.
ITD Application Training Specialist	55-75/hr.
System Administrator	50-70/hr.
IT Applications Analyst	60-80/hr.
System Administrator	50-70/hr.
Help Desk Technician I/Tier I	25-45/hr.
Tier II Help/Service Desk	35-55/hr.
Technical Support Analyst Senior	65-85/hr.
ITD Information Engineer	60-80/hr.
Data Analysis and Cartography	45-65/hr.
Data Structure Developer	60-80/hr.
User Experience Developer	65-80/hr.
Data Transport Developer	65-80/hr.
App Dev Senior	65-80/hr.
App Analyst	45-75/hr.
Relationship Manager	65-85/hr.

Onboarding (First Week/Month)

Question	Response
How is our consultant coming up to speed?	
What privileges and tools does he/she need to have access to in order to be effective?	
How is our consultant meeting initial expectations based upon how he/she screened in the interview?	
How well is our consultant interacting with team members?	
What is your initial overall feedback? (i.e.) What does our consultant need to work on? Is there any training that could be beneficial? Does the consultant need more guidance from us?	
What personality traits or behaviors have distinguished our consultant from others on the team?	

Performance Feedback

Question	Response
Do the consultant's skills and experience match well with the responsibilities of the job and requirements?	
Does the consultant have the aptitude to continue to be productive and add value?	
Has the consultant been successful with meeting some of your short term objectives/expectations?	
Are there opportunities for the consultant to improve (i.e. initiative, attitude, cooperation, teamwork, technical competence, professionalism)?	
What are the consultant's strengths/weaknesses?	
What was the last task that the TP had to complete and did he/she do it effectively?	
What has changed on the project and how is our consultant adapting to it?	

Workforce Planning/Project Status

Question	Response
What new challenges/gaps that have come up on the project? What are some that you foresee in the future?	
Please share the status of the project	

Has anything changed within your organization or with priorities since we last met?	
What training could support the needs of your project?	
Is there anything more that we can do to provide better service?	

Finishing Assignment

Question	Response
Describe the overall project including the size and scope.	
Describe the working environment of this team / department.	
Describe the individual's role and responsibilities including day-to-day duties and technologies used.	
Describe the individual's technical knowledge and ability to perform the job.	
Describe the individual's ability to communicate and interact with the team.	
How would you describe the individual's strengths? How would you describe the individual's areas for improvement?	
What were the individuals expected work hours and how would you rate their attendance and reliability?	
Would you rehire this person for this type of project?	
With the assignment winding down, does our consultant have time to interview during business hours?	
What additional comments would you like to add?	



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

02/16/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Altus Partners, Inc 919 Conestoga Road Building 3, Suite 311 Rosemont PA 19010	CONTACT NAME: Certificates
	PHONE (A/C, No, Ext): (610) 526-9130 FAX (A/C, No): (610) 526-2021 E-MAIL ADDRESS: certificates@altuspartners.com
INSURED TEKsystems, Inc 7437 Race Road Hanover MD 21076	INSURER(S) AFFORDING COVERAGE INSURER A: ACE American Insurance Co, NAIC # 22667 INSURER B: ACE Property and Casualty Insurance Con 20699 INSURER C: Illinois Union Insurance Co. 27960 INSURER D: Federal Insurance Co. 20281 INSURER E: INSURER F:

COVERAGES

CERTIFICATE NUMBER: Standard + Prof/Fid

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$1,000,000 SIR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			G27871227	11/30/2017	11/30/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OPAGG \$ 2,000,000 Employee Benefits \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			H09063377 (H&NO) / H09063365	11/30/2017	11/30/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 100,000			G27926691 003	11/30/2017	11/30/2018	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	C64618842 (AOS) C64618854 (CA, MA) C64618829 (WI) C64618866 (TX)	11/30/2017	11/30/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			G23658112 010	11/30/2017	11/30/2018	(\$500K SIR) \$5M per claim \$5,000,000 Agg
D	Fidelity (3rd Party)			8221-4266	11/30/2017	11/30/2018	\$5,000,000 LMT

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

This certificate is issued as evidence of insurance, subject to the policy terms, conditions and exclusions, including the following provisions:

- The General, Auto and Excess Liability policies provide Additional Insured status, apply on a Primary and Non-Contributory basis, and includes a Waiver of Subrogation if required by the Certificate Holder per a written contract executed prior to the date of loss.
- The Workers' Compensation policy includes a Waiver of Subrogation and provides Alternate Employer status if required by the Certificate Holder per a written contract executed prior to the date of loss.

CERTIFICATE HOLDER

serviceagreements@teksystems.

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

Pima County
130 West Congress
3rd floor - Mailstop #DTAB3126
Tucson, AZ 85013

AUTHORIZED REPRESENTATIVE

Krista Dean/NLK

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COMMENTS/REMARKS

- The Fidelity policy includes Certificate Holder as a payee for any loss from theft or forgery caused by the Insured's employees and covered by the policy.
- Producer will endeavor to send written notice to the Certificate Holder 30 days prior to cancellation of any policy listed above.

TEKsystems Arizona Articles of Incorporation

Search Date and Time:

3/8/2018 9:52:36 PM

File Number:

F08925276

Corporation Name:

TEKSYSTEMS MANAGEMENT, INC. (FN)

[Collapse](#) | [Expand](#)

Corporate Inquiry ▲

File Number	Corporation Name	Check Corporate Status
F08925276	TEKSYSTEMS MANAGEMENT, INC. (FN)	<input type="button" value="Check Corporate Status"/>

Domestic Address ▲

3133 EAST CAMELBACK ROAD
PHOENIX, AZ 85016

Foreign Address ▲

7437 RACE ROAD
HANOVER, MD 21076

Statutory Agent Information ▲

Agent Name: CORPORATION SERVICE COMPANY

Agent Mailing/Physical Address:
2338 W ROYAL PALM RD STE-J
PHOENIX, AZ 85021

Agent Status: APPOINTED 10/28/1999

Additional Entity Information ▲

Entity Type: BUSINESS	Business Type: PROVIDES IT STAFFING SOLUTIONS IT SERVICES AND TALENT MANAGEMENT INSIGHT
Incorporation Date: 10/28/1999	Corporation Life Period: PERPETUAL
Domicile: MARYLAND	County: MARICOPA
Approval Date: 10/28/1999	Original Publish Date: 11/29/1999
True Name: TEKSYSTEMS INC	

Officer Information ▲

Name	Title	Address	Date of Taking Office	Last Updated
JAY W ALVATHER	PRESIDENT	7437 RACE ROAD HANOVER, MD 21076	10/01/2015	08/23/2017
FRANCIS B BUCKLEY	SECRETARY	7437 RACE ROAD HANOVER, MD 21076	11/16/2013	08/23/2017
SEAN P MCGRAW	TREASURER	7437 RACE ROAD HANOVER, MD 21076	11/28/2014	08/23/2017
SEAN P MCGRAW	VICE-PRESIDENT	7437 RACE ROAD HANOVER, MD 21076	11/28/2014	08/23/2017

Director Information ▲

Name	Title	Address	Date of Taking Office	Last Updated
JAY W ALVATHER	DIRECTOR	7437 RACE ROAD HANOVER, MD 21076	10/01/2015	08/23/2017
SEAN P MCGRAW	DIRECTOR	7437 RACE ROAD HANOVER, MD 21076	11/28/2014	08/23/2017

Annual Reports ▲

Next Annual Report Due: 10/28/2018

File Year	File Month	Date Received	Reason Returned	Date Returned	Extension

File Year	File Month	Date Received	Reason Returned	Date Returned	Extension
2017	10	8/22/2017			
2016	10	10/4/2016			
2015	10	8/12/2015			
2014	10	2/4/2015			
2013	10	2/5/2014			
2012	10	10/10/2012			
2011	10	10/13/2011			
2010	10	10/14/2010			
2009	10	10/19/2009			
2008	10	8/26/2008			
2007	10	8/10/2007			
2006	10	9/8/2006			
2005	10	8/15/2005			
2004	10	8/16/2004			
2003	10	8/14/2003			
2002	10	9/26/2002			
2001	10	10/4/2001			
2000	10	9/25/2000			

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Document Number	Description	Date Received
06047204	17 ANNUAL REPORT	8/22/2017
05689350	16 ANNUAL REPORT	10/4/2016
05593843	OFFICER/DIRECTOR CHANGE	7/29/2016
05200189	15 ANNUAL REPORT	8/12/2015
04959611	14 ANNUAL REPORT	2/4/2015
04569809	13 ANNUAL REPORT	2/5/2014
04054386	12 ANNUAL REPORT	10/10/2012
03648804	11 ANNUAL REPORT	10/13/2011
03288844	10 ANNUAL REPORT	10/14/2010
02958169	09 ANNUAL REPORT	10/19/2009
02542355	08 ANNUAL REPORT	8/26/2008
02122656	07 ANNUAL REPORT	8/10/2007
01744804	06 ANNUAL REPORT	9/8/2006
01307224	05 ANNUAL REPORT	8/15/2005
00997491	04 ANNUAL REPORT	8/16/2004
00776852	MULTIPLE CHANGES	8/25/2003
00760609	03 ANNUAL REPORT	8/14/2003
00575457	02 ANNUAL REPORT	9/26/2002
00383599	01 ANNUAL REPORT	10/4/2001
00205702	00 ANNUAL REPORT	9/25/2000

Notices of Pending Revocation

Date	Reason
2/2/2015	DELINQUENT ANNUAL REPORT
1/31/2014	DELINQUENT ANNUAL REPORT

Microfilm ▲

Location	Entered	Description
11352017009	10/28/1999	APPLICATION FOR AUTHORITY
20247013037	11/29/1999	PUB OF APPL FOR AUTHORITY
31593000888	9/25/2000	00 ANNUAL REPORT
20270012045	1/31/2001	AGENT ADDRESS CHANGE
31636002307	10/4/2001	01 ANNUAL REPORT
31689002293	9/26/2002	02 ANNUAL REPORT
31752000702	8/14/2003	03 ANNUAL REPORT
31745002824	8/25/2003	MULTIPLE CHANGES
31821002256	8/16/2004	04 ANNUAL REPORT
31919001328	8/15/2005	05 ANNUAL REPORT
31998000286	9/8/2006	06 ANNUAL REPORT
32076001151	8/10/2007	07 ANNUAL REPORT
32159003232	8/26/2008	08 ANNUAL REPORT

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TEKsystems Certificate of Good Standing

Search Time:

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File Number:

F08925276

Corporation Name:

TEKSYSTEMS MANAGEMENT, INC. (RM)

Corporate Status Inquiry

This Corporation is in Good Standing

This information is provided as a courtesy and does not constitute legally binding information regarding the status of the entity listed above. To obtain an official Certificate indicating that the entity is in good standing click on Print Certificate and follow printing instructions. To re-print a previously generated Certificate of Good Standing click Reprint Certificate.

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Resumes

In Response to Exhibit C, Section B, No. 13, sample resumes for each of the following levels/areas are attached:

Client Services Tech (2 sample resumes)

System Administrator (2 sample resumes)

Developer (2 sample resumes)

Analyst (2 sample resumes)

Manager/Relationship Manager (3 sample resumes)

BROADPATH INC – TUCSON, ARIZONA

Desktop Support Analyst, July 2017 - Present

- Providing frontline support to company employees in a Windows environment
- Maintaining company equipment including laptops, monitors, and peripherals
- Maintaining ticketing system by logging, tracking, and updating tickets
- Shipping/Receiving

INTUIT – TUCSON, ARIZONA

Service Desk Analyst, Oct 2016 – June 2017

- Providing frontline support to company employees for Windows, Mac, and VMware environments
- Providing 1st level troubleshooting of company-related hardware/software, and cellphone issues
- Maintaining ticketing system by logging, tracking, and updating tickets
- Enabling access to Active Directory groups and email groups (distribution lists)
- Resetting passwords, unlocking accounts, and assisting new-hires with accessing systems as required
- Working collaboratively with team members across all levels of IT support to effectively communicate issues and facilitate expedient problem resolution
- Following established Service Level Agreements to resolve issues and/or escalate in a timely manner

ADAM D TECHNOLOGY – TUCSON, ARIZONA

Desktop Support, May 2016 – Sept 2016

- Providing assistance to customers requiring desktop support
- Troubleshooting, virus removal, and OOBE installs of company software
- Responding to incoming phone calls, voicemails, emails, and walk-ins
- Maintaining ticketing system by logging, tracking, and updating tickets
- Call-logging
- Evaluating and resolving IT related problems, such as hardware/software repair and/or configuration, either directly or remotely
- Advising customers on best practices regarding use of their home or office computers, across a wide range of issues such as best practices, hardware upgrades, networking and security considerations
- Working collaboratively with team members across all levels of IT support to effectively communicate issues and facilitate expedient problem resolution
- Resolving issues under the companies Service Level Agreements
- Assisted with the maintenance and operation of Managed IT Clients

ACADIA HEALTHCARE – TUCSON, ARIZONA

Service Desk Analyst, December 2014 – April, 2016

- 1st level troubleshooting of all issues related to services supported by the IT Department, including Lenovo and HP hardware, Windows 7 and application software, client-side network and telephony
- Managing the ticketing system
- Processing user access requests
- Working collaboratively with team members across all levels and tiers of IT to effectively communicate issues and facilitate expedient problem resolution

AEGIS COMMUNICATIONS – SIERRA VISTA, ARIZONA

Call Center Agent, August 2010 – January 2012; June 2012 – December 2012

- Database work, assisting AARP Medicare Beneficiaries, at an in-bound call center, with any inquiries or concerns that they may have regarding their prescription drug insurance plans
 - Received numerous official compliments (“Wow” Calls – where customers request to speak to a supervisor to express their gratitude for, or satisfaction of, outstanding customer service)
 - Assisted in training new-hires

CHICKASAW NATION INDUSTRIES (CNI) – SIERRA VISTA, ARIZONA

Roleplayer, Jan 2010 – December 2014

- Assists US Army Human Intelligence (HUMINT) students, during regularly scheduled field training exercises, by portraying a variety of roles, including VIP’s and dignitaries
- Training the students on various aspects of cultural awareness, security measures, tactics and protocol that they will face once deployed
- Responsible for the integration of CNI Core Competencies into daily functions, including but not limited to: commitment to integrity; knowledge and quality of work; initiative; motivation; cooperation; relationships; problem resolution; reliability; flexibility; accountability; leadership
- Training new-hires to the same standards of the CNI Core Competencies as outlined above

SOUTHWEST SYSTEMS ENGINEERING CORPORATION – SIERRA VISTA, ARIZONA

Lead Engineer, Jan 2008 – November 2009

- Installing wireless security sensors in over 70 grocery stores on the East Coast within five weeks
- Installing or upgrading wireless network systems at over 50 Fedex Ground sorting facilities
- Oversight of “Fedex Room” which is a storage and supply room for networking equipment belonging to Fedex Ground, intended for installation at their facilities
- Responsible for configuring their switches and access points, manufactured by Motorola, ready for shipment to site for installation
 - Devised and performed lab tests of equipment to determine the correct or optimum configuration of each access point in a wireless network environment
- Writing engineer reports (asbuilts)
- Training new personnel
 - Led three teams on a week-long series of installations at a well-known grocery chain in California, saving the customer approximately \$6000

Field Engineer, May 2006 – December 2007

- Installing wireless LAN networks at various commercial facilities throughout the country
- Pulling and terminating CAT5E, CAT6 and fiber cable
 - Installed WIFI internet service in over 100 Safeway stores in various locations in Texas, Oregon, Washington State and California, making \$35000 profit for the company

EDUCATION

Cochise College – Sierra Vista, AZ

Associates Degree in Computer Information Systems (honors). Major: Information Security. GPA: 3.52. Courses included Programming Logic; Security Plus; Introduction to Linux; Essentials of Networking; Systems Analysis; Introduction to Operating Systems; Introduction to Information Security; Implementing Internet/Intranet Firewalls; Introduction to Network Security; Internet Essentials, Network Defense and Practical Applications in Information Security.

Member of:

Phi Theta Kappa, an international honors society.

Central Arizona College – Coolidge, AZ

General Education Diploma (GED)

Northern Arizona University

Bachelors, Computers and Information Technology – currently studying, expected graduation: July 2018

PROFESSIONAL CERTIFICATIONS

Building Industry Codes Standards International (BICSI)

March 2009 Level 2 (Copper Cable) Certification

Januray 2008 Level 1 Certification

TECHNICAL SKILLS

Information Technology and Related Security Concepts

Installation of desktops and desktop components

Network architectures, Network security concepts

Various network hardware, such as routers, switches, and firewalls

Security best practices

Network and information security models such as the OSI model and the CIA of information security

Systems

LAN/WAN Wireless Network Infrastructures

Copper & Fiber cabling (including 3+ years of experience pulling and terminating CAT5E and CAT6 copper cable to patch panels, data drops, 66 & 128 blocks)

Desktop workstations

Software

Microsoft Windows XP/Vista/7/8/10/Server 2008

Mac OSX

Active Directory

250 S. Craycroft Rd. Suite 460 (520) 918-1168 O
Tucson, Arizona 85711 (520) 918-1180 F

Technical Knowledge:

Operating Systems: Windows; XP, Vista, Windows 7,8,&10, iOS, Android, Citrix, Server 2016/2012r2

Applications: WSUS, AD, GPO, Xen App 6.5 & 7.3, Desktop Server, Office suite, Cherwell, Tableau, Dameware, Symantec Ghost, EPO, AD, SCCM 1706, Bitlocker, Citrix Xen Desktop LTSR 7.15, Xen Server 7, Web Interface 3.1, Citrix Receiver 4.6, CAD 10.5

Knowledgeable in: SQL, MySQL, Oracle, HTML, Java, PStools, Cisco 802.1x, Avaya, Verint, Qfinity, Callminer, Palo Alto, Cisco AnyConnect

Work Experience:

Afni, Inc., Tucson, Arizona

Desktop Engineer Manager (08/16 – 12/17)

- Working manger and point of escalation for technical issues
- Managed the Desktop Engineering Teams 7-10 people, including starting a team based in the Philippines
- Oversaw and implemented new technology for security and business-related goals
 - Upgrades to Citrix-Xen Desktop, Xen Server, Xen App, up to 5000 users and 30 plus servers
 - Implementing SCCM, manage and track all machines, compliance reporting, security reporting
 - Planned move from MacAfee to Microsoft based products
 - WSUS, AD, GPO, NetScaler, Bitlocker, Windows Defender, SCCM
- Managed Citrix environment
 - Implemented process improvements which lead to increased uptime of 98%, up 20-30% year over year
- Created SLA's (Service Level Agreements) for tracking and increasing production of subordinates
- Onboarding of major clients in new business areas, leading to increase in portfolio
- Accountable for all escalations, Director/CIO requests, issues requiring strong technical knowledge
- Responsible for multiple machine and environment migrations
- Prepared yearly budgets of Engineering department for Director/CIO

Desktop Support Manager (6/15 – 08/16)

- Managed Desktop Support teams across the enterprise
 - This included 8 US locations, 1 Philippines location, and a Work at Home support team (Virtual)
- Implemented Software rollouts through GPO, Ghost, Imaging, Manually
 - Sites as large as 1400 machines with 2000 users
- Conducted client facing meetings for new Client onboarding and troubleshooting
- Troubleshot issues with internal and client software
- POC for Data Centers in Tucson, 3 centers total

- Basic Network/Server/Telephony Support
- Created process documentation(SOPs) and knowledgebase for technicians
- Engineered a switch from Cisco to Avaya for a major client including MPLS circuits

Desktop Support Team Lead (12/12 – 6/15)

- Managed ticket queue levels for 3 sites
- Provided Feedback to techs to increase performance
- Handled escalated tickets
- Implemented and maintained inventory controls
- Conducted OS migration from Windows XP to Windows 7, including all testing
- Responsible for interviewing for new hires

Project Coach (1/12 – 12/12)

- Lead team of 25+ to meet and exceed goal metrics
- Prepared daily, weekly, and monthly reports for Operations and site directors
- Provided feedback with representatives to reach project objectives

Floor Walker (12/11 – 01/12)

- Lead new teams in learning systems, taking supervisor calls, and achieving goal metrics

Customer Service Consultant (06/11 – 12/11)

- Accountable for basic customer service, billing, and orders for current and new customers

Certifications/Achievements:

- Citrix course completion - Synergy 2017
- Administering System Center 2012 Configuration Manager - Certificate of completion, September 25, 2015
- CCENT Course Completion - ITU, March 2014
- CNSS certification for Systems Administration, December 17, 2010 - #4013
- A+ Certification Course completion – Cienega High School, 2007
- Presidential Award – People to People Southern Arizona Delegation, 2007

Education:

The University of Arizona, Tucson, Arizona

Bachelor of Science in Business Administration, May 2011

Majors: Management Information Systems, Operations Management

250 S. Craycroft Rd. Ste. 460
Tucson, AZ 85710
Mdennis@teksystems.com

520.918.1168 O
520.918.1180 F

EMPLOYMENT HISTORY

09/12-Present **Crisis Response Network**

Network Engineer (Contract) Tucson, AZ

- Provide total support, installation and perform maintenance on desktop and laptop computers, software and the network at user workstations, servers and VMS.
- Built a VM server for a full SEP console server with IIS to control the Antivirus in the network.

09/11-09/12 **Synchronoss Technologies**

LAN Engineer II/ SEP Altiris Engineer Tucson, AZ

- Built VMware Altiris Including Win XP/7, SQL server 2008 R2.
- Built 6 servers from VM's in a full Altiris environment
- Altiris 7.1 and SEP Engineer. Project lead in installation, implementation, rollout and training for multiple call center locations. Work with Symantec to insure a great relationship between the 2 companies. Trained the Level 1 & 2 LAN Admins, desktop work out of the console.
- Responsible for creating images and rollout to PCs. Setup and install SQL server 2008 as Symantec Management Suite.
- Provide support, installations and perform maintenance on desktop and laptop computers, software, and the network at user workstations for more than 6000 PCs/ Server and VMS.
- Design, configure & update, network & server rooms. Rack & mount, network equipment & servers.
- Support users by responding to tickets from a problem management system for user request and issues.
- Provide support for software and hardware installation and upgrades to all computers.
- Maintain inventory of computer assets.

11/10-09/11 **Sanofi-Aventis**

Network Administrator (Contract) Oro Valley, AZ

- Provide support, installations and perform maintenance on desktop and laptop computers, software, and the network at users workstation and lab computers
- VMware/ESX Servers, virtual machines
- Design, configure & update, network & server rooms. Rack & mount, network equipment & servers.
- Support users by responding to tickets in Remedy for user request and issues.
- Train users in usage of computer systems, Microsoft Office 2003,2010 approved applications and standard security practices
- Provide support for software and hardware installation and upgrades to all computers and maintain inventory of computer assets
- Maintain the operational environment including file and print services.
- Support and maintain video conferencing services and the Avaya VOIP phone system.

- Occasional inspection of cable in floor and ceiling
- Purchasing and price procurement of I.T. products and accessories through an approved vendor
- Imaging of OS Cento, Win XP ,Win2K ,Windows Vista, Windows 7 Roll out with Ghost and SCCM

10/08-10/10 **EC Group/DeMott**

Senior Network Technician/Administrator Tucson, AZ

- Coordinate daily helpdesk request scheduling and contacting clients as well as remote support.
- Using Altiris, build images, run maintenance for multiple clients for imaging, package deployment and rollouts.
- Maintain and configure Windows XP desktops, Servers 2000/2003/2008 Vista/Windows 7, Implementing Server 2008
- Administer and maintain Active Directory Group Policies, user accounts and install and manage Windows clients for software updates and roll outs.
- Design, configure & update, network & server rooms. Rack & mount, network equipment & servers.
- Create MSI rollout packages and maintained security
- Set up and configure PolyCom VOIP Sound Point IP 450 phones through DHCP
- Create and administer Exchange accounts (Jr. roll), quotas, defragmentation and maintenance.
- Use SSH, RDP, Cisco, Logmein and Win-VNC, VPN tools
- Configure VPN clients with PPTP and Cisco VPN
- Configure and manage Symantec End Point and Symantec Management console
- Configure, deploy and update Sophos antivirus and As NOD32 antivirus, AVG corporate , Symantec End point
- Work with vendors to maintain software packages, updates and upgrades

09/01-2/10 **Computer Medic**

Network Administrator Tucson, AZ/Rohnert Park, CA

- Design & build PCs, servers and networks for business and home users to suit clients' needs from hardware to software
- Install, terminate and test structured multimedia cabling, network, phone and satellite systems. CAT5,CAT6,RG59, RG6, RG11, Fiber for low voltage
- Provide customer service, sales, maintenance and technical support for business and home users
- Provide maintenance, repair and virus removal/clean up, including some system recovery

06/06-10/08 **Pepsi of Tucson/Lane**

Network Administrator/IT Business Tech Tucson, AZ

- Install, configure and administer Windows 2000/2003 Servers, Active Directory, Lotus Notes 7.0/Domino server systems, Cisco 1841 routers and switches, all security patches and updates for all Windows and Office systems, firewall, Watch Guard spam filter and VPN traffic
- Configure, maintain and administer IBM I5 server. Plan and implement migration and consolidation of older servers to new I5 Windows 2003 server blades. Troubleshoot and repair all servers and work stations.
- Design, configure & update, network & server rooms. Rack & mount, network equipment & servers.
- Implementation and administration of Symantec 10.2 Antivirus

- Currently testing and supporting Windows Vista
- Imaging with Acronis True Image
- Install and configure Mitel 5340 IP phones. Basic administration of Inter-Tel 9.8 Phone Systems
- Install, configure and administer Red Hat 3.0 Enterprise for VMMS database and backup system; UPS World Ship 9.0, SQL database.

04/06-06/06 **Reliasoft**

Network Administrator (Contract) Tucson, AZ

- Install, configure, maintain and administer entire network
- Imaging with Norton Ghost, Acronis True Image and Altiris
- Build workstations and servers including all hardware and software installation and configuration
- Maintain firewalls, virus scan, routers, switches and all security levels
- Create, maintain, set permissions for network user accounts and Exchange accounts
- Maintain local and remote access data communication
- Installing and maintaining licensing agreements. Microsoft Gold Partner.
- Administer and troubleshoot firewall

01/06-04/06 **New Horizons**

Network Administrator (Contract) Tucson, AZ

- Install, configure, maintain and administer Windows 2000/2003 Servers
- Install, configure, maintain and administer Altiris Imaging Software on Servers and Workstations; including updating, uploading and troubleshooting daily images for upcoming training classes.
- Rolled out an upgrade from Altiris 5.0 to 6.0
- Install, configure, maintain and administer all security patches and updates for all Windows and Office systems
- Install, configure, maintain and administer Active Directory and Exchange 2003 systems
- Administer and troubleshoot firewall

9/03-12/04 **Southwest Systems Engineering Corp.**

IT/Logistics Manager Sierra Vista, AZ

- Provided management and supervision of the IT, Logistics and Service Departments
- Supervised, trained and directed a staff of 9+ employees
- Team Lead on Cisco and Symbol Wi-Fi upgrades and roll outs
- Ordered, organized and inventoried all computers and supplies while negotiating the most competitive pricing in the history of the company
- Assisted the Network Administrator with complex computer issues
- Generated daily reports, oversaw customer service, provided technical direction and maintenance of the service department

07/98-09/01 **Advanced Fibre Communications, Inc./Tellabs**

Level 5 ITS Desktop Tech Petaluma, CA

- Lead Administrator and Project Team Leader for Altiris Project Rollout and Windows 2000/XP
- Supported Windows 9X WinNT 4.0, Win2000, Win ME, Win XP
- Supported various software applications, browsers, virus scan, and remote access configurations
- Conducted hardware set up and testing for Windows 2000

- Setup and configured CompuServe and Altiga clients
- Troubleshoot various desktop issues for all end users

EDUCATION & TRAINING

- Computer Training and Certification: JBASS & Associates - Rohnert Park, CA 1993-1995, 2001
- Altiris 5.0/6.0 Certified Engineer (ACE): Imaging software used in software rapid imaging deployment.
- Microsoft Certified Professional (MCP): Completed Microsoft Win 2K Professional and Server Exams
- Kaseya training completed 2009
- Successfully completed training course and received certificate for Windows XP
- Received certificate for Intergral Intelli-M Training for security systems with POE
- Training on MCDA (Microsoft Certified Desktop Administrator)
- Training on Cisco Wi-Fi Certifications, basic router configurations and CCNA
- Altiris 7.1 (ACE), SEP Management & Deployment Console training and certification 7/30/2012

250 S. Craycroft Rd. Ste. 460
Tucson, AZ 85710

520.918.1174 O
520.918.1180 F

Objective

- To obtain a position in an Information Technology support field that will be both challenging and educational.

Summary of Skills

- Proficient in the following systems
 - Microsoft Active Directory
 - Microsoft Windows Server 2012, 2008, 2003, 2000
 - Microsoft Windows 8, 7, Vista, XP, 2000, 9x
 - Microsoft Office 2010, 2007, 2003
 - Microsoft Exchange 2010, 2007, 2003
 - Microsoft SQL Server 2005, 2008, 2012
 - Microsoft Hyper V
 - Microsoft ISA Server
 - Microsoft Sharepoint (user & administration)
 - Acronis and Symantec Ghost imaging systems
- Proficient in the following scripting languages
 - MS Dos Command line and Batch programming
 - Visual Basic Scripting (VBScript)
 - Microsoft Powershell
 - Ability to read and make changes to HTML, PHP, PERL, SQL Queries, and XML
- Proficient with the following hardware
 - Dell PowerEdge servers
 - Dell, HP, and Lenovo workstations and laptops
 - IBM x Series servers
 - Dell managed switches
 - IBM & Brocade fiber switches
- 10 years customer service experience in a retail environment provides me with the unique ability to work with non technical persons and speak at a level that they will understand.

Work Experience

Knowledge Computing Corporation / i2 / IBM

Aug. 2008 - Current

Senior Systems Administrator & Security Compliance Enforcement (IBM)

- Administer ~300 Windows 2003-2012 servers
- Manage virtualization environment of ~100 servers in a multi-zoned environment
- Perform bare metal installs of server & network infrastructure
- Perform installation and configuration of OS and middleware
- Manage application & web servers for local segregated intranet
- Maintain inventory list of all hardware owned by i2
- Coordinate with networking team to enable communication between VLANs
- Implement new environments to increase efficiency
- Enforce CJIS and IBM policies to ensure systems and network are secure
- Coordinate with management and team leads to create new security policies
- Implement patching schedule for servers OS & middleware

- Maintain change management records for all high profile systems
- Ensure compliance on all systems report as passing
- Maintain compliance paperwork for all systems to be fully audit ready at any time
- Perform security tests of systems to ensure they are complying with security policies
- Develop documentation for standard processes to convey to staff and management
- Educate staff and management on current and new security policy

Junior Systems Administrator (KCC / i2)

- Provided Support for ~200 employees, both local and remote
- Administer ~300 Windows 2003-2012 servers & ~150 workstations
- Worked with custom ticket system to provide level 1 & 2 support
- Monitor and support MS Exchange 2007 and 2010
- Troubleshoot email delivery problems to customer sites
- Create scripts for automating reports and tasks
- Manage Active Directory and Group policy
- Perform backups and restores of MS SQL databases
- Create accounts, email addresses, and setup workstations for new users
- Implement imaging solution for quickly deploying systems
- Create group policies for managing remote assistance and WSUS
- Perform physical to virtual migrations of production servers using MS Virtual Server
- Managed and provided support for Avaya telephone system
- Managed security card system and implemented photo IDs to existing cards.
- Maintained mobile computer environment for demonstration and sales purposes

Projects of Note

- ***Migration of domains*** - Migrated to new Active directory domains in response to 2 separate mergers and acquisitions
- ***Customer site data center setup*** - Traveled to customer site in order to perform a ground up configuration of Active Directory, EMC SAN, Windows Server clustering, with multiple application, database, and tape backup servers.
- ***Redesign department environment*** - Coordinated with members of the development to determine a more efficient server configuration. Created environment and transitioned them to it.
- ***Inventory reclamation and return to vendor*** - Worked with vendor to obtain list of current leased equipment and coordinated with employees to transition to new hardware to return old hardware in response to IBM acquisition.
- ***Active directory cleanup*** - Restructured our Active Directory to make it more efficient to apply group policies and locate accounts.

First Magnus Financial Corporation

Sept. 2004 – Dec. 2007

Junior Systems Administrator

- Administer ~500 Windows 2003/2000 servers in a multiple site topology
- Manage Active Directory and Group Policy in a multiple domain forest
- Monitor and support ~6000 mailboxes in an Exchange 2003 environment
- Monitor and maintain the email firewall using Surf Control Email Filter
- Administer ~1300 users on two BlackBerry Enterprise servers
- Key member in team for designing and implementing Exchange 2007 in our environment
- Configure, modify, audit, secure and maintain server infrastructure and applications.
- Develop VBScripts and Batch files to install software, query information, and change remote computer settings for multiple workstations and servers

- Manage access to network folder shares, public folders, SharePoint, & exchange mailboxes
- Promote and demote domain controllers upon request of new offices or closing offices
- Performed file system and email restores using CommVault Galaxy Backup and Recovery

Technical Support

- Provide phone and email support for ~6000 users
- Work with multiple ticket based support software systems
- Create Active Directory user accounts, computer accounts, distribution lists, email addresses, and security groups
- Researched and implemented new software that assisted with the remote administration of all workstations and servers in the company
- Troubleshoot network, printer, and fax outages in remote offices
- Trained new employees on policies and procedures

Best Buy Corporation

Sept. 2000 – Sept. 2004

Department Senior (Wireless & PDA)

- Learned wireless plans, contracts, and stipulations of the contracts
- Performed reviews of employees sales techniques
- Informed customers of interactivity of Cell Phones and PDAs with their PC's
- Was responsible for training new employees

Department Senior (Appliances)

- Scheduled deliveries and installations of appliances for customers
- Performed reviews of employees sales techniques

Full Time Associate (Computer Hardware Sales)

- Customer service and sales of computer hardware
- Minor technical support and education of customers of technical terms on computers

Target, Dayton Hudson Corporation

March 1994 – Sept. 2000

Department Supervisor (Company Space / Seasonal / Health & Beauty)

- Maintain seasonal and ad items, keep shelves fully stocked.
- Build new displays for seasonal and ad items
- Delegate team members to specific tasks

Education

ITT Technical Institute

- Associates of Computer Engineering (in progress)

Pima Community College

- Associates of Computer Science (in progress)

Santa Rita High School

- High School Diploma
- Teachers Assistant in computer lab Senior year
- Typing Class

Clearances

Criminal Justice Information System (CJIS) Awareness Training Certificate

- This clears me to view CJI data nationally except in specific states, see below:

Arizona CJIS Certified (Background check, drug test and fingerprints taken)

- This clears me to view the state of Arizona CJI data

Florida Department of Law Enforcement (Background check and fingerprints taken)

- This clears me to view the state of Florida CJI data

California Live Scan (Electronic scan of fingerprints taken)

250 S. Craycroft Rd. Suite 460 (520) 918-1168 O
Tucson, Arizona 85711 (520) 918-1180 F

SENIOR APPLICATIONS DEVELOPER/PRINCIPAL SYSTEMS ANALYST

24-year plus track record in software development encompassing web/intranet systems, database, client server, user interface design and desktop application development. Experience runs the spectrum of business analysis, application architecture and programming, database design and maintenance and authoring user guides and technical documentation. Extensive Object Oriented Analysis and Development in: C#.NET, Entity Framework (EF), LINQ, ASP.NET, SQL, Javascript, Ruby and Delphi.NET. Experience developing Web Sites, Intranet Sites and Windows client server applications as well as integrating in-house systems with third party entities.

- *Extensive .NET experience in: C#.NET, Model-View-Controller (MVC), Model-View-View-Model (MVVM), Entity Framework (EF)*
- *Language Integrated Query (LINQ), LINQ to Entities, LINQ to SQL, Visual Basic.NET and Delphi.NET*
- *In depth knowledge of Microsoft SQL Server, T-SQL Stored Procedures, Common Language Runtime (CLR) and SQL Agent Jobs*
- *Experience with Programming Web Browser Delivered Maps and Map Enabled Applications*
- *Experience with Current and Historical Recording of Maps and Documents in Pima County*
- *Experience with Computer Aided Mass Property Appraisal Modeling and Systems Programming*
- *Extensive full-lifecycle database software specification, development, testing, deployment, and support experience*
- *Enterprise software application project management, installation and administration experience*
- *Network server software installation and administration experience*
- *Familiarity with Accounting, Budgeting and Financial Planning Reporting Systems for decision support*
- *Familiarity with Health Insurance Electronic Data Interchange (EDI) standard X12:X837 & NCPDP*
- *Familiarity with Healthcare Effectiveness Data and Information Set (HEDIS) Reporting*
- *Experience with Insurance claims: validation, encountering and correction software systems Medical Data Express (MDE)*
- *Experience with payroll software systems Kronos*

— Technical Skills Summary —

Technologies/Languages: C# .NET • Entity Framework (EF) • LINQ to Entities • MVC/MVVM • JavaScript • JQuery • HTML5 • Bootstrap • SmartAdmin • ASP.NET • Razor • ASP.NET Identity Membership • Kerberos Security • Lightweight Directory Access Protocol (LDAP) • ADO.NET • SQL Queries • C# Common Language Runtime (CLR) & T-SQL Stored Procedures • SQL Administration • HTML • XML • ColdFusion 4.5 • Ruby • PHP • Visual Basic .NET • Windows Forms (WinForms) • XHTML • ADO • VBScript • Delphi .NET • Paradox PAL • C • BASIC • Pascal • Intel 80186 and 8088 Assembly

Relational Database Management Systems: Microsoft SQL Server 2008 R2 - 6.5 • SQL Server Reporting Services (SSRS) • SQL Server Integration Services (SSIS) • Access SQL Server Business Intelligence Development Studio (BIDS) • Crystal Reports 8 • Oracle 6, 11G, 12C • InterBase SQL 7 - 4 • Paradox 4 - 3

Server Software: Internet Information Services (IIS) 5 - 7.5 • MS Windows 2008, 2003, 2000, NT • Novell Netware 5, 4, 3

Source Code Version Control Systems: Team Foundation Server (TFS) • Visual SourceSafe • TortoiseSVN • Subversion • AnkhSVN Subversion Plugin for Visual Studio

Career Experience

Pima County Recorder, Tucson, Arizona

APPLICATIONS DEVELOPER SENIOR Present – Aug 2015

Technologies: **C#.NET • LINQ • ASP.NET (.NET4.5) • JavaScript • JQuery • IIS 7.5 • WinForms • ADO.NET • Oracle 11G, 12C Infragistics Components • Team Foundation Server Version Control (TFS)**

Duties:

- Analysis of existing Document Recording Information System (DORIS) map recording features.
- Meeting with local surveyors to assess their experience with the Recorder's website and onsite client/server map features and gather their requests for feature enhancements.
- Design and development of enhanced DORIS map features to address digitization of historical archive of maps recorded by alternate keys (Docket/Page vs Map/Plat vs Book/Page) while maintaining and enhancing features required for present day recording of maps by a sequence number key.
- Modifying and creating strongly typed .xsd data sets with C#.NET in Visual Studio. Troubleshooting, modifying and writing Oracle stored procedures with Oracle SQL Developer 4.1.1.19 to populate strongly typed .xsd data sets.
- Using Visual Studio 2013 to write C# .NET 4.5.1 code with Infragistics 14.1 components (UltraWinGrid, UltraOptionSet, etc) to write WinForms (Windows Forms) applications using strongly typed .xsd data sets to run in a Citrix server environment.
- Maintaining and enhancing the Recorder's public website Recorder.Pima.Gov using Visual Studio 2013 to modify C#, Javascript and ASP.NET web pages. Writing Javascript to enhance ASP.NET webpages and serve google maps.
- Configuring and maintaining ASP.NET websites and .ASMX web services with IIS 7.51 on Windows Server 2008 R2.
- Collaborating with other developers using Microsoft Team Foundation Server 11.0 (TFS). Creating new code branches and merging code branches of production hotfixes with branches of longer term changes under development.
- Writing Oracle SQL scripts to discern and correct historical and current data errors and inconsistencies.
- Correcting .rdlc reports with Visual Studio.
- Acting as a liaison to organizations while they create and test their client software to set up an Electronic Recording account to use the Pima County Recorder's Electronic Recording web service.
- Using Visual Studio 2015 to evaluate Entity Framework 6 data access with Oracle 12C.

Pima County Assessor, Tucson, Arizona

PRINCIPAL SYSTEMS ANALYST Aug 2015 – Feb 2010

Technologies: **C# Entity Framework (Database First and Code First) • LINQ • MVC/MVVM • ASP.NET (.NET4.5) • LDAP • Razor • Bootstrap • JQuery • JavaScript • SmartAdmin • ASP.NET Identity Membership • Kerberos Security • SQL2008 R2 C# CLR & T-SQL Stored Procedures, Queries & Administration • BIDS • SSRS • IIS • WinForms • ADO.NET • Visual SourceSafe Code Version Control (VSS) • TortoiseSVN Subversion Code Version Control AnkhSVN Subversion Plugin for Visual Studio • Autodesk MapGuide Author • Ruby • XML • ColdFusion4.5**

Duties:

- Using SQL Server 2008 Business Intelligence Development Studio (BIDS) to create various SQL Server Reporting Services (SSRS) reports.
- Writing a C# Model View Controller (MVC 5) pattern ASP.NET (.NET 4.5) Windows authenticated web application with: Entity Framework 6 running on an IIS 7.51 webserver with Kerberos delegation of integrated security to SQL. Created custom controller class to enable standardized site wide messaging and session timeout for all controllers of the site to inherit. Created: Entity Framework data models, C# view models with LINQ data access and views with: Razor, custom Html helpers, CSS, Javascript, SmartAdmin widgets, Bootstrap CSS and JQuery. Uses customized ASP.NET Identity framework Common Security DLL (CommonAuth.DLL) and roles for security. Web application manages data redacted from public view and

limits view and edit of this data by internal employees to those with "Redact-Edit" role membership. The application manages the entry, expiration and renewal of orders of redaction and the generation of renewal letters.

- Configured IIS 7.51 Kerberos delegation of user credentials enabling integrated security to SQL 2008 R2. Scripted creation of service principal name (SPN) used by IIS 7.51 application pool domain account for Kerberos delegation of users' integrated security credentials to SQL. Wrote instructions for Active Directory Administrator to run SPN creation script then use Active Directory Administration Tool to configure domain service account and webserver host to allow and trust for delegation.
- Rewrote Common Security Management Application in Visual Studio 2013 C# as an MVC 5 ASP.NET (.NET 4.5), Entity Framework 6 Windows authenticated web application using ASP.NET Identity framework membership roles. Wrote: C# controllers and view models with LINQ data access, views with Razor, custom Html helpers, Bootstrap CSS and JQuery Unobtrusive validation of editable fields. Created C# custom authorize attribute and library of authorization functions compiled in a separate DLL (CommonAuth.DLL) for convenient distribution and reuse by other websites/applications. Used Entity Framework Code First Migrations to extend the Identity ASPNetUsers and ASPNetRoles SQL tables with custom columns to support enhanced features attaching users and roles to sections. The web application enables supervisors to grant and revoke roles attached to their division or section(s) to employees. The application is integrated with the employee database so that termination of employee terminates their role permissions and so that the security system reflects the authority of supervisors over their division or section(s) of authority, with division authority propagating to sections and subsections of a division. Wrote feature to upon installation create seed security administrative user and seed the following base security roles: "Security-Configure" role allows configuration of security system creating a user or all users for any Active Directory domain existing in a Domain table with a valid LDAP (Lightweight Directory Access Protocol) string; "Security-Roles" role allows developers to create new roles for use in other applications; "Security-Edit" role allows addition or revocation of user membership in roles associated with grantor's division/section; "Security-Proxy" role allows addition or revocation by proxy of user membership in roles associated with another grantor's division/section; "Security-Master" role allows all security permissions.
- Installed Ankh SVN plugin to Visual Studio 2013 and local Tortoise SVN repository for local source code control buffer to shared team Visual SourceSafe repository.
- Installed and configured IIS 7.5 on Windows Server 2008 R2 to host Assessor Parcel Tracking (APT) website.
- Wrote C# MVC 4 (.NET 4.5) website application with Visual Studio 2012 using Entity Framework, LINQ, Razor and JQuery to implement the core security module for the new APT website using the ASP.NET Simplemembership add in. Created tables, controllers, views, viewmodels and web pages to: create all users for an Active Directory Domain, create and delete individual users and roles, enter, edit and display details for users, roles and role membership. Grant and revoke user membership in roles. Use web form login to capture user credentials, validate them against Active Directory and time out session for sensitive areas. Use roles that a user is a member of to determine what website areas and functions user can access. Application tracks the section that granted a role to a user so that only that section may revoke it.
- Used LINQ to Entities to select, manipulate and update data from Entity Framework data models and save updated model data back to SQL server.
- Used Entity framework to generate C# .NET object class code from SQL server database tables and generate Entity Framework data models of business objects.
- Designed database tables for first phase of new APT system core in conjunction with the project team.
- Collected users specifications for new APT system to replace Assessor's Assessment Parcel Inquiry (APIQ) system.
- Modified APIQ Coldfusion 4.5 code to allow anonymous web access to a small set of standard features and create alternative features for a few IP subnets internal to the county while retaining Assessor's domain windows authenticated access for the bulk of the APIQ system standard features.
- Wrote client side Javascript to: call SQL Stored procedures and queries and use the results to manipulate a Mapguide Map image in the browser in response to user interactions as well as update SQL data and write local files in response to user map interaction. Used Firebug to debug client side Javascript.

- Wrote Ruby scripts to automate the bulk modify of .MWX file XML representations of Mapguide maps to update embedded map layers and Mapguide server agent url's to accommodate Mapguide server virtualization.
- Wrote C# .NET 3.5 code to catalog an historical archive of recorded images from a file share, copy them to a SAN drive as SAN write bandwidth allowed and ADO.NET insert in SQL a web url path to each image indexed by sequence number and docket/page or map plat.
- Wrote Ruby code to merge the software modifications from 2 development teams' divergent copies of an application code set in ColdFusion 4.5, JavaScript and HTML files.
- Created an ASP.NET Web Interface through which to upload .CSV files of real estate property sales data from data vendor COSTAR and import them into SQL, in the process applying rules to clean and complete by inference malformed and incomplete data.
- Found and filled holes in historical data from appropriate sources and by reconciling discrepant copies of historical data.
- Maintained MapGuide maps with Autodesk MapGuide Author and updated the Javascript and ColdFusion 4.5 calling code.
- Built a C# .NET 3.5 Visual Studio 2008 Console Application running compiled as an SQL 2008 Common Language Runtime (CLR) stored procedure asymmetric key signed assembly to FTP .TIF image files of recorded legal instruments, affidavits and maps from the County Recorder to the County Assessor and send email status notifications of images retrieved, scheduled daily as an SQL Agent job.
- Wrote Javascript data entry validation code to insure the quality of data input into the APIQ System.
- Modified Data Transformation Services (DTS) package to extract SQL data to Microsoft Access database.
- Retrofitted the ColdFusion 4.5(.cfm), Javascript(.js) files, and MSSQL2000-2008 SQL objects of the Assessor's Assessment Parcel Inquiry(APIQ) System to accommodate the County Recorder's transition from recording legal instruments by multiple natural composite primary keys of Docket/Page and Map/Plat to a single Sequence number generated primary unique key; while maintaining backward compatibility logic and search by old Docket/Page and Map/Plat or new Sequence number.
- Created a C# .NET 3.5 Visual Studio 2005 Windows forms application system mapping tool to crawl folders scanning ColdFusion 4.5(.cfm), Javascript(.js) and MapGuide XML(.mwx) files of the Assessment Parcel Inquiry(APIQ) System to map the nodes connecting the system components as XML objects expediting the elimination of obsolete and redundant code.
- Wrote Ruby scripts to crawl folders scanning ColdFusion 4.5(.cfm), Javascript(.js) and MapGuide XML(.mwx) files updating current and prior year references in the source code of a Computer Aided Mass Appraisal(CAMA) system automating a previously manual yearly task.

Special Accomplishments:

Wrote a fully automated C# .NET 3.5 console application compiled as an SQL CLR stored procedure asymmetric key signed assembly to FTP image files of recorded legal instruments from the County Recorder to the County Assessor and send email status notifications of images retrieved that has been successfully running daily as an SQL Agent job since June 2011 to the present, interrupted only once for a few days in June 2013 when the source FTP image server security was reconfigured. Wrote Ruby scripts to crawl folders scanning ColdFusion 4.5(.cfm), Javascript(.js) and MapGuide XML(.mwx) files updating current and prior year references in the source code of a Computer Aided Mass Appraisal(CAMA) system automating a yearly task that now only takes several hours which previously required several weeks manually.

Pima Health System Pima County, Tucson, Arizona

SENIOR PROGRAMMER ANALYST Feb 2010 – Aug 2007

Technologies: C# .NET • ADO.NET • Ruby • ADO • PHP • MSSQL2005 SQL, Stored Procedures & Administration • IIS • SSIS • SSRS • XHTML • VB Script • Tortoise SVN Source Code Version Control

Duties:

- Created a C# .NET Visual Studio 2005 console application to ADO.NET select MSSQL2000/05 Provider information to SFTP to a partner company and send email notifications, run as a windows scheduled task daily.

- Developed a Ruby 1.86 application to select prepayment claim validity check (claim scrub) results from the MSSQL2005 database of a vendor Medical Data Express (MDE) claim validation system and update the MSSQL2005 Pima Health System (PHS) insurance member claim health information management system (QNXT) claim payment status to 'DENY' or 'PEND' and update the claim explanation and edit information to explain the change of claim payment status.
- Modified SQL Server Integration Services (SSIS) packages that generated EDI claims.
- Wrote MSSQL2005 stored procedures to implement custom PHS claim scrubs within the MDE claim scrubbing system.
- Created a Visual Studio 2008 C#.NET application to crawl directories of X837 EDI files submitted to AHCCCS parsing sent files to collect submission dates, claim Ids, claim sources and contract types sent and log them in their respective QNXT SQL fields.
- Developed a Ruby 1.86 application to select QNXT MSSQL2005 outpatient claim data, insert it into the MSSQL2005 database of the MDE outpatient pricing system, invoke the execution of the MDE pricing system and upon its completion retrieve the resulting: prices, quantities and re-price reasons and write them back into the QNXT MSSQL2005 database.
- Instructed a class of end users in how to use the MDE Pend Analyzer and Scrub Analyzer software applications.
- Enhanced features and reduced size with inheritance of a Ruby 1.86 collection of applications run on Windows 2003 Server to select QNXT MSSQL2005 health claim data, generate X12: X837P, X837I, X837D and NCPDP3.2 format EDI files and FTP them to Arizona AHCCCS thru a secure virtual private network (SVPN).
- Created a Ruby 1.86 application and MSSQL2005 tables to parse provider information from the Centers for Medicare/Medicaid Services (CMS) National Provider Identifier (NPI) file and insert selected values into a reference MSSQL2005 database.
- Wrote VB Scripts and Attachmate terminal window macros to automate the collection of claim data from AHCCCS mainframes.
- Performed MSSQL2005 database administration including database: creation, shrinking, re-indexing, backup, restore, migration between servers, architecting new schemas and creating SQL agent jobs and schedules.
- Consolidated and automated a group of Ruby 1.86 scripts to ADO select QNXT MSSQL2005 claim data and generate column delimited error correction batch files to FTP to AHCCCS using inheritance to create extensible class types of error solution methods and added zip and logging features. Wrote embedded SQL to correct over 30 different errors, fed as parameters to 2 generic error correction classes and overrode base methods when necessary.
- Updated SQL for the generation of various Healthcare Effectiveness Data and Information Set (HEDIS) reports.
- Created a fully automated Ruby 1.82 application run as a Windows 2003 Server scheduled event to ADO select MSSQL2005 membership and prescriber data, format, zip, and SFTP the EDI files to the supplying pharmacy, and email file transmittal notices with statistics to a recipient email list.
- Added features, columns and upgraded versions of PHP4/5 code selecting MSSQL2000/05 data for the following projects: encountered claim data reporting to a web page; membership prescription refill history compliance data to generate PDF letters, using FPDF, to PCP's requesting that they advise members on timely medication dosage; and reporting of provider attributes.
- Migrated a prescription history MSSQL database from 2000 to 2005 and all local workstation MS Access interfaces to its views.
- Modified Visual Basic 2003 SQL Server Reporting Services (SSRS) reports.
- Shared all code with a team of developers using a Tortoise SVN source code repository for backup and coverage purposes.

Special Accomplishments:

Created a fully automated Ruby 1.82 pharmacy data EDI file creation, SFTP and email file transmittal notice system that ran uninterrupted for more than 2 years as a Windows 2003 Server scheduled event.

The University of Arizona, Memorial Student Unions, Tucson, Arizona

APPLICATIONS SYSTEMS ANALYST Aug 2007 – Sep 1992

Selected Projects :

Technologies: Visual Basic 2005 .NET • ASP.NET • XHTML • IIS • Windows 2003 Server • Oracle RDB

- Created a Visual Basic 2005 ASP.NET intranet web application to ODBC query an Oracle RDB data warehouse (UIS), create a payroll expenditure data file and download it to the Financial Organization Reporting System (FORS accounting system).

Technologies: Delphi .NET • ASP.NET • XHTML • InterBase SQL • IIS • Windows 2003 Server • VBScript

- Created a Delphi 2005 ASP.NET InterBase SQL 7.5 on IIS web-based budget summary reporting system.
- Wrote VB Scripts to determine what client software installed and if target client found, update ODBC registry entries.
- Instructed a class of end users in how to use the Excel budget spreadsheet check-out and check-in web interface.
- Developed and administered a Delphi 2005 ASP.NET intranet site on IIS servicing 92 accounts to check-out and check-in Excel budget spreadsheets, and maintain version controlled libraries.
- Designed and wrote a Delphi 8 .NET ASP.NET application on IIS, web browser simulated spreadsheet grid format budget data entry, edit, view interface with summary columns and rows using InterBase SQL 7.1 database sever.

Technologies: Delphi Win32 • InterBase SQL • ODBC • ADO • Jet DB Engine • Kronos TKC • Win NT/2000 • Oracle

- Implemented in Delphi, an Excel budget spreadsheet import and export interface to the FORS Paradox accounting system and InterBase SQL budget reporting system, using an ADO Jet Database Engine connection to Excel.
- Used Crystal Reports 8 to edit and create reports for a Microsoft SQL 7 server database.
- Developed a Delphi Win32 client application and InterBase SQL server database that included stored procedures to implement a daily sales data entry and reporting system that reported: customer count, intake, over/short, and net sales values for: Daily, Week to Date, Month to Date, and Year to Date timeframes.
- Created a Delphi Win32 client application and InterBase SQL server database system to ODBC query an Oracle SQL-based cash register network system and report franchise royalties.
- Programmed a Delphi client and InterBase SQL server database that included stored procedures to process the output of a Kronos Time Keeper Central (TKC) time and attendance system then generate payroll roster reports and electronic batch data download files to FTP to the university payroll system's electronic data interface.
- Database architect and administrator of a Kronos TKC system on a Windows 2000 server communicating with UDP protocol to a 4 remote building network of 7 Ethernet card swipe time clock terminals serving an 1,100 employee, 62-supervisor payroll.

Technologies: Paradox 4.0 PAL • Novell Netware • Win NT/2000 • Universe (Pick) Basic • C Code • AIX Unix

- Implemented a Paradox Application Language (PAL) copy store class note order/reorder/billing system.
- Created a PAL movie theater ticket printing/sales/accounting program.
- Programmed Universe (Pick) Basic and C code to query inventory data from a FoodPro system on an RS6000 running AIX Unix to transmit to FORS.
- Designed a PAL system to process Kronos TKC output generating payroll roster reports and an electronic batch data download to Telnet to the university payroll system's electronic data interface.
- Database architect and administrator of a Kronos TKC System on a Novell Netware server communicating by RS-232 and modem to a 3-building network of card swipe time clock terminals serving a 900-employee, 50-supervisor payroll.

- Maintained the FORS accounting system hosted on a Novell Netware server running Paradox Application Language on Windows workstation client's virtual DOS machines.
- Gathered requirements from a committee of users, designed and programmed the Financial Organization Reporting System (FORS) multi-user client server accounting system in PAL hosted on Novell Netware, served to MSDOS client workstations including subsystems to: input, import and calculate data to create daily, weekly, monthly, annual and 5 year reports.

Special Accomplishments:

Created various versions of the payroll roster application interface from the Kronos Timekeeper Central System to the University payroll system that ran uninterrupted from 1994 through 2007, in spite of 3 upgrades of the Kronos system to vastly different versions and server operating systems from Netware/MSDOS to Windows NT to Windows 2000 to Windows 2003.

Created the FORS accounting and reporting system, of which the originally implemented Paradox 4.0 for DOS core reporting engine has been running uninterrupted since 1994 thanks to a table driven configurable report design that is now hosted on a Windows Virtual DOS Machine.

Education

Bachelor of Science in Computer Engineering • The University of Arizona, Tucson, AZ • 1991

TriZetto QNXT (Healthcare Management System) Product and Technical Training • 2007

Kronos Workforce TimeKeeper 5.2 Managing Timecards, Administering the Application • 2007

XML Extended Markup Language • 2003

Cold Fusion MX Enabled Websites • 2003

Crystal Reports Level 2 • 2003

Creating and Managing Websites using XHTML/CSS • 2002

Java Programming • 1999

Javascript Programming • 1999

Netware 5 Administration • 1999

Technical Skills:

Languages: C#, Java, C, C++, SQL, HTML5, CSS3, VB.NET, JavaScript, ASP.NET

Tools: SQL Server(all), Visual Studio (all), GIF animator, Adobe, SignalR, Modular

Operating systems: Windows (all)

Education:

Pima Community College: 1/2012

Associates in Applied Science Systems Analyst/Computer Programming – GPA: 3.6/4.0

Pima Community College – Tucson, AZ

Associates in General Studies– GPA: 3.2/4.

- Design, develop, modularize, test, validate, and document program solutions to business information processing problems using top-down design, data structure, and file handling tools.
- Draw and use data flow diagrams (DFDs) to portray the logical modeling of processes. Use decision tables and decision trees to represent the logic of choice in conditional processing. Draw and use entity-relationship (E-R) diagrams to represent common business situations. Generate alternative design strategies for an information system and select the best design strategy using both qualitative and quantitative. Use both Rapid Application Development (RAD) approach and traditional approaches to information systems development.
- Create databases in third normal form. Understanding of MySQL, ACCESS and SQL databases. Understanding of VB.net, C++, C, Java and C# programming languages. Understanding of Windows servers and cisco networks. Knowledge of net-sockets, hardware communications, multi threading and memory allocation. Use of best practices and a constant understanding of new technologies and changing norms.
- Economic theory as applied to individual decision-making units. Includes economic decision making, economic systems, consumer demand, producer supply, price determination, elasticity, cost-benefit analysis, and utility and profit maximization. As well as production functions and costs, competition and market structures, government in the market economy, labor markets, and income distribution

Work Experience:

Software Architect

Pima County Superior Court

Design, Develop, and Deploy N-Tier applications that span across many different types of Microsoft architectures and Microsoft technologies. Mentor four developers, two senior, one mid-level, one junior. The senior mentorship is primarily teaching newer technologies and implementations.

Ensured applications up time of 99.99% with on premise servers. Developed custom analysis tools to determine loads and latencies. Wrote scripts to help the infrastructure team analyze the internal systems and network more efficiently.

Performed conversions of all older technology applications from coldfusion and DNN to asp.net MVC with c#, using entity framework, razor, javascript.

Edited Microsoft Dynamics CRM 2015 plugins and created custom javascript client operations to extend the CRM functionality.

Designed, developed and deployed from end to end a set of APIs and management portal, using web API, entity framework, and MVC.

- Authentication API authenticated users across multiple domains and database solutions. Allowing the user to have one password and username for all their applications. The API utilized active directory via LDAP, and a non-active directory database authentication. Passwords were hashed and salted using the latest security protocols.
- Communications API created a universal endpoint to send email and text messages from any client. This allowed infrastructure to setup firewall rules for one machine instead of many clients across the network.
- Management API created an API management system to allow for cross client management of organizations, applications, and API configurations (keys and secrets).
- Users API created to manage users profiles and settings
- Management Portal created to give the user a centralized location to manage the data the APIs make available. Uses permission first roles second based authorization of tasks. Also allows developers to obtain keys and secrets for approved applications.

Created a set of libraries that supported .net 2.0 to 4.6 and implemented the library across all applications within Pima County Court systems, using Nugget package manager to package the libraries and share using Visual Studio package manager. Ensured security was at the forefront of this project.

Asynchronous Task based systems

Use Microsoft Azure Applications Insights to monitor application performance and metrics. This allows the team to be ahead of the fire rather than behind it. Analysis user interaction with system and feeds the data back for business and development foresight.

Implemented click once deployment and full CI implementation. Including unit testing and coded UI testing.

Management duties included:

- o Development estimates
- o Resource management
- o Documentation
- o R & D
- o Prototyping and demonstrating

Software Developer

HIMS

Primary responsibilities included design, develop, test and document server and client applications. Extended onto the existing legacy EHR platform while architecting an MVC c# replacement. I worked with the senior developers on the legacy application and then architected the MVC application for the junior developers to work on.

Developed custom server monitor tool for developer insight. Used signalr, MVC and entity framework. I built a client service that ran on the servers and sent messages up to a signalr message server when a change occurred (Network, disk, processes, file edits. Set up an alert system for thresholds that emailed and texted the line until it was fixed then it logged who for reporting and performance evaluations. Created a javascript client that displayed the real time messages in a material design ux/ui.

Completed Meaningful Use 2 certification. Created a dynamic reporting service for all medical CQM reports. Created reporting tools to export data to local and federal authorities and organizations.

Updated Biztalk servers from a file systems to web services. This allowed EDI formatted requests to be scaled out without depending on the servers file system. Increased efficiency by 80% and failure rate dropped by 63%.

Software Developer

Opus Inspection

2012 - Current

Work cooperatively in a fast-paced, team environment using agile practices. Use Visual Basic and ASP.net. with Jscript and SQL. Worked on team sizes from two to twelve developers and varied according to project. The work I completed had positive social benefit as the company developed "good" for the environment products. Developed, debugged and modified existing software and new products used in a local and networked environment. Wrote code, completed programming, and performed testing and debugging of applications. Completed documentation and procedures for installation and maintenance. Participated in development teams to address business or systems issues. Interact with product managers, business analysts, senior developers, and architects to



evaluate product functional requirements and user experience. Developed using Object Oriented Design. Utilized classes, structures and interfaces in the back end while maintain a rich user experience. In addition, I am currently mentoring two junior developers.

Bottom Line - Tucson, AZ

2010 – 2012

Work in a fast-paced, solo environment using scrum practices. Use Visual Basic and ASP.net. with Jscript and SQL. Worked as a one man shop to produce one product. Developed, debuged and modified existing software and new products used in a local and networked environment. Wrote code, completed programming, and performed testing and debugging of applications. Completed documentation and procedures for installation and maintenance. Utilized a class based object oriented design pattern.

**I.T. Administrator
Fresh Air Systems**

Maintain windows server and client machines with DNS, DHCP and Active Directory. Add, delete and change users and client machines. Install software as needed for business operations. Provide remote desktop support. Add printers, faxes and other devices on the network. Provide feasibility reports for advancing technologies.

Bare Hands Construction – Tucson, AZ

2010 - 2012

Maintain windows server and client machines with DNS, DHCP and Active Directory. Add, delete and change users and client machines. Install software as needed for business operations. Provide remote desktop support. Add printers, faxes and other devices on the network. Provide feasibility reports for advancing technologies.

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Demonstrated technical and business acumen in all phases of the BPM and software implementation life cycle leveraging them for faster process modeling, analysis and reviews before delivery and validate compliance standards. Strong business exposure and acumen with the ability to speak to business owners, senior management and technical members

Summary of Skills:

- 5 years of Business Analyst Experience
- Process/EA Development
- Process/EA Documentation
- Process/EA Analysis
- Requirement Gathering
- Excellent Client Engagement Skills
- Excellent Communication Skills
- Outstanding Motivator and Builder of Teams
- Well Versed in Cross Functional, Team Environments and Individual Assignments

Technical Experience:

Applications

- Microsoft Word
- Microsoft Excel
- Microsoft Visio
- Microsoft PowerPoint
- Microsoft Project
- Microsoft SharePoint
- MS - SQL

SAP Solution Manager

uPerform

HP Quality Center

ARIS Administration

- Configuration
- Business Publishing
- Report Development

ARIS Business Architect

- 7.x & 9.x

ARIS Business Designer

- 7.x & 9.x

ARIS for SAP

- 7.2 & 9.x

Education:

- Pima Community College, 2001 – 2003
- Member of ARIS User Group North America
- Member of Project Management Institute

Work Experience

INDEPENDENT CONSULTANT/DIR OF METHODOLOGY, IMPRIVA Inc.

January 2011 – May 2016

- Responsible for bringing best practices to BPM (ARIS) and Enterprise Architecture (Alfabet) frameworks and strategies
- Lead teams across broad technical and business disciplines
- Focused teams on business objectives and tracked progress to ensure project milestones are completed on time
- Managed project risks and scope creep to identify potential problems and proactively identifying solutions to mitigate risks in advance
- Lead requirements gathering initiatives
- Developed custom BPM methodologies based on customer requirements
- Developed and delivered proof-of-concepts for approaches including design, governance, tool integration, tool configuration and project administration
- Acted as a liaison between business Executives, Subject Matter Experts and IT counterparts
- Lead process modeling workshops and modeling validation workshops
- Designed and implemented project processes using BPM best practices
- Converted non-ARIS process design collateral to ARIS
- Created project specific procedural and training documentation based on project requirements and conventions
- Audited the project process designs to ensure consistency with project specific standards
- Ensured compliance with client specific BPM methodology
- Provided BPM Tool knowledge transfer to build customer self-sufficiency
- Developed/updated BPM Standards, Methods and Conventions for clients
- Managed ARIS Business Server and ARIS Business Publisher Server
- Collaborated with Sales Team to build and showcase solutions to prospects and customers
- Compared and contrasted industry leading BPM and EA tools for clients

CLIENT EXPERIENCE WITH IMPRIVA, INC., Multiple Fortune 500 Clients

Manufacturing, WI (Johnson Controls)

- Responsible for bringing best practices to the BPM tool framework and strategies
- Designed and implemented corporate standard processes
- Created and implemented master data BPM methodology
- Converted non-ARIS process design collateral to ARIS
- Worked with Subject Matter Experts to design/create business processes
- Revised process model standards and conventions using ARIS best practice
- Gathered ERP software implementation requirements
- Facilitated process modeling workshops
- Revised process models over several value streams to meet company standards
- Identified and tracked KPI's
- Assumed ARIS Admin responsibilities

3D Technology, CA (RealD)

- Responsible for bringing best practices to the BPM tool framework and strategies
- Worked with subject matter experts to design/create business processes
- Designed and implemented release management process
- Revised process model standards and conventions using BPM best practice
- Designed and implemented a custom BPM dashboard
- Gathered project requirements
- Facilitated process modeling workshops
- Acted as a liaison between business Subject Matter Experts and their IT counterparts

Network Technology, CA (Juniper Networks)

- Responsible for bringing best practices to the BPM tool framework and strategies
- Designed and implement project processes using ARIS best practices
- Facilitated process modeling workshops
- Established ARIS Standards, Methods and Conventions
- Configured ARIS Business Server and ARIS Business Publisher Server
- Facilitated ARIS knowledge transfer to build customer self-sufficiency

Apparel, CA (Levis Strauss)

- Responsible for bringing best practices to the ARIS framework and strategies
- Gathered requirements for product lifecycle management software implementation
- Designed and implemented project processes using ARIS best practices
- Converted non-ARIS process design collateral to ARIS
- Acted as a liaison between business Subject Matter Experts and their IT counterparts
- Facilitated process modeling workshops
- Facilitated modeling validation workshops
- Audited the project process designs to ensure consistency with project specific standards
- Ensured compliance with the ARIS tool modeling methodology
- Facilitated ARIS knowledge transfer to build customer self-sufficiency

Food Distribution, CA (Dole Foods)

- Worked with business process owners to design process models of key processes
- Created Methods and Conventions documentation for process modeling for SAP
- Converted Microsoft PowerPoint process flows to ARIS process models
- Lead QA to ensure compliance with the ARIS tool modeling methodology

Oil, Canada (Suncore)

- Converted Microsoft Visio process flows to ARIS process models
- Lead QA to ensure compliance with the ARIS tool modeling methodology

OWNER/OPERATOR, Bio Solutions Emergency Cleaning Services LLC.

June 2009 – April 2013

- Oversaw day to day operations
- Managed accounts payable and accounts receivable
- Managed vendor relations
- Maintained client relationships

- Worked with state regulatory offices to remain compliant
- Developed and distributed marketing campaigns and materials
- Developed biohazard cleaning methodology
- Documented process, procedures, risks and controls
- Managed multiple teams on various projects

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Highlights

- Critical thinker
- Project Management
- Project life cycle
- Team Player
- People Person
- Certified Scrum Master
- Business systems analysis
- Business process improvement

Skill Set

- Project/Program Management
- Business Analysis
- Vendor Management
- Business Requirements
- Agile Methodologies
- Certified Scrum Master
- Software Development Lifecycle
- Quality Assurance
- SQL
- Requirement Gathering
- Executive/All levels presentations

Experience

Healthtrio, LLC

April 2014 – Present

A for-profit organization that is a software-as-a-service provider for the healthcare market.

Project Manager

- Worked with new software development team to transition from waterfall to agile methodologies which ultimately lead to a full self-directed development team
- Integrated other departments in a controlled manner using Scrum practices to help facilitate a self-directed scrum team
- Monitored and managed project progress, schedules and resources
- Anticipated issues, sequenced tasks, assigned tasks to appropriate departments and initiated technology conversations
- Prepared and presented training materials for company employees

AMERICAN BOARD OF RADIOLOGY

Sept 2010 – Sept 2013

A non-for-profit organization designed to facilitate the certification process by setting definitive professional standards for physicians or physicists pursuing a certificate in diagnostic radiology, interventional radiology, radiation oncology, or medical physics.

Project Manager

Worked with all levels of management to plan and implement projects.

- Created and maintained project plans that communicated tasks, milestone dates, status updates and resource allocation.
- Created requirement documents and high-level design documents needed to complete the design and implementation of software enhancements and/or modifications.
- Coordinated delivery of development (beta) and production releases
- Assisted technical team in design and development tasks and assisted in creating test plan and testing efforts
- Met with users to determine which processes could be automated, documented processes, outlined new deliverables for online payments and updates to customer web portal.
- Properly documented defects and ensured completion and implementation of fixes in production
- Wrote use cases and test cases
- Executed the test scenarios and provided assistance to internal end-users for business testing

COVENTRY HEALTH SYSTEMS, TUCSON, AZ

Feb 2008 – June 2010

Health care insurance company that serves more than 5 million members in all 50 states across a full range of products and services including group and individual health insurance, Medicare and Medicaid programs.

Business Analyst

Worked directly with external customers, vendors and internal customers at all levels within the organization, and IT staff, provided guidance and functional expertise in facilitating and gathering operational business requirements for the conversion of data from a legacy system to Coventry's IDX system.

- Identified processes in legacy system utilizing established procedures to properly convert data from the legacy system for two major conversion projects
- Primary contact for external vendors which required understanding their processes in order to properly provide the data needed for their system to convert to the new process and specifications
- Successfully completed project goals and objective for the integration of data from the health plan's legacy system to IDX.
- Monitored and documented conversion efforts of external vendors to identify potential problems and to ensure compliance with contracts.
- Created test plans for each step of the process to ensure compliance with intended outcomes.
- Created requirement documents and high level design documents needed to complete the design and implementation of software enhancements and/or modifications.

PRIMERICA, TUCSON, AZ

March 2007 – Dec 2008

A subsidiary of Citigroup, a 1.8 trillion-asset company listed on the NYSE.

Primerica Representative (Self-Employed Independent Sales)

Help families learn basic financial concepts that can help them build a more complete financial program.

- Worked with clients to assist them attain long-term financial goals and dreams through regular communication

MISYS HEALTHCARE SYSTEMS, Tucson, AZ

1997-2007

Misys (DBA as Sunquest Information Systems) is a global provider of clinical information systems with annual revenues in excess of \$100 million.

Software Developer

Designed, developed and functionally tested new software applications and enhanced or modified code that interfaced to new and existing applications. Directed a development project that required coordinating communication between United States developers and India developers

- Facilitated a process improvement team charged with enhancing existing departmental procedures with two key objectives; ensure that enhancements complied with ISO standards and that they were easier to use and find, internal audit resulted in 100% compliance within Regulatory Affairs guidelines
- Improved sales by 10% by presenting and demonstrating new products to user groups
- Improved delivery time by 70% for enhancements to existing product lines and eliminated 2-year backlog
- Eliminated 6,400 hours' worth of classroom training for 30 people by replacing classroom facilitation with Microsoft Live Meeting presentations accessible to all employees in the organization at any given time
- Enhanced customer satisfaction by 85% by redesigning, coding, functionally testing and on-site testing specific generic code, reduced volume of calls from 15 to 20 2-hour calls to 1 – 3 15 minute calls per day
- Gathered, incorporated input from customers, designed and programmed graphical user interfaces

- and application interfaces, which included writing and reviewing Software Requirements Specifications and Software Design Specifications
- Designed and developed a web-based application that reduced the development cycle of application interface code by 25%

EDUCATION

BS Management Information Systems/Business Administration
University Of Phoenix, Tucson, AZ

ADDITIONAL TRAINING

Management Techniques, Improved Communication techniques, Handling Difficult Situations, Labor Relations (internal)
Managing Meeting for Results
American Compensation Association Statistical Analysis and Job Documentation and Evaluation
Volunteer Law Enforcement Academy (search and rescue, traffic control, community representative, park patrol)

SPECIAL SKILLS

Know C, JavaScript, HTML, Java, Perl, Mumps, C++, and SQL programming language
Know Microsoft Office Suite (Word, Excel, PowerPoint, Project and Access), SQL Server 2008

Certified Scrum Master

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Technical Skills:

Data: Process Maps, Information Architecture & Content Strategy Designs, Executive
Visualization: Accounting Dashboard, Utilization Dashboards
Software: Microsoft Office, Microsoft Project, Microsoft Visio, Drupal 7, Resource Scheduler, Sage CRM, Sage Accpac Insight, Sage Accpac ERP
Databases: MySQL, Microsoft SQL
OS/Other: Data Mapping, authentication models – Federated and SSO, Multiple Architectures
including: LAMP, Varnish Cache Servers, Windows, IIS

Education & Affiliations:

Master of Business Administration (MBA), emphasis in MIS and Entrepreneurship
University of Arizona, Tucson, AZ, 1990

CERTIFICATIONS

Project Manager Professional (PMP)

Project Management Institute (PMI), 2010

Sage ERP Accpac Insight Certified Professional (Business Intelligence Software)

Sage Software University, 2005

AFFILIATIONS

PMI Tucson Chapter, VP of Communications

PUBLICATIONS

“Site-In-A-Box from the University of Arizona: Making Staying On-Brand Faster, Cheaper and Easier than Going Rogue” *2013 AMA Symposium for the Marketing of Higher Education*

Work Experience:

University of Arizona, Tucson, AZ	[2011 – Present]
Portfolio Manager, Project & Service Office	[2015- Present]
Web Services Manager	[2012 – 2014]
Principal Enterprise Business Analyst	[2011-2012]

Manage Enterprise IT portfolio of projects and services to meet strategic priorities. Lead team to foster project management best practices and align service catalog to ITIL standards.

- Lead team of high performing professionals, encouraging collaboration and highlighting each contributor’s role in making projects and services successful
- Expertly manage stakeholder communications -- project metrics, presentations to executive stakeholders, facilitate negotiations to determine scope and priorities
- Lead complex web development projects, including Arizona.edu redesign

- Design change management strategies and communication plans to increase user adoption and satisfaction with new IT services
- Develop Site-in-a-Box service, giving campus the ability to quickly launch Drupal websites
- Conduct brainstorming and requirements gathering sessions with diverse customer groups to set scope for strategic projects; create compelling business cases
- Manage and control scope, budget and schedules for multiple projects
- Conduct risk analysis, review QA testing scenarios and usability studies to ensure quality delivery
- Managed web development & support team with a portfolio of over 100 sites.

PeopleCube, Framingham, MA & Tucson, AZ

[2007 – 2011]

Professional Services Manager, North America

[2010 – 2011]

Senior Implementation Consultant

[2007-2010]

Direct Professional Services team in implementing Resource Management solutions for all North American customers. Act as Project Manager for all enterprise customers including Fortune 500 Companies deploying global software scheduling solutions for conference room, videoconference & support services. Assist with design and deployment of global alternative workspace initiatives.

- Successfully delivered complex projects for Fortune 500 companies in diverse industries with direct responsibility for managing the customer relationship during implementation
- Led implementation delivery teams for multiple concurrent billable projects—unleashing maximum performance of team members and creating synergy
- Developed detailed project plans covering complete project life cycle which help project teams implement solution quickly & efficiently
- Created compelling Statement of Work documents targeting customer requirements & increasing average Professional Services contract by 40% over previous year
- Recognized as key member of customer project team - coaching best practices in global deployments and managing project risk
- Consistently delivered high billable as top individual producer
- Improved efficiency by standardizing documentation methodology & providing new training modules
- Nominated by other departments as “Unsung Hero” whose efforts advanced company objectives
- Principal customer advocate in product design/review meetings; persistent & persuasive
- Times Business Solutions, Tucson, AZ <http://www.times-biz.com>

Pre-Sales and Implementation Consultant

[2005-2007]

Implemented CRM, ERP Accounting and Business Intelligence systems for clients throughout Arizona

- Led client needs analysis meetings & defined requirements; refined team goals
- Designed & developed strategic data warehouse reports, dashboards & scorecards
- Implemented complex budgeting packages; reduced time for annual budget preparation
- Planned & conducted end-user training; provided ongoing customer & technical support

Previous Experience

Small Business Consultant, implemented accounting and scheduling systems for construction industry.

- Led client teams to appropriate, workable accounting & information systems solutions Accountant/Controller, Construction and Custom Home Building Industry
- Full General Ledger accounting, prepared monthly statements, oversaw accounts payable and accounts receivable activities.

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Relevant Skills:

- *Creator of large-scale, distributed systems demanding high traffic volume, availability, and integration*
- *Collaborative approach to leadership, software development, innovation, and planning*
- *Producer of process models, system architecture documentation, and design*
- *Creative enterprise software developer with thirteen years of experience*
- *Developer of maintainable code that is testable, design pattern driven, and documented*
- *Unique blend of technical skill and business acumen*
- *Continuously learning and improving*

Technologies:

- **Programming Languages:** C# .NET, Javascript, Java, Objective-C, HTML 5, CSS3, SharePoint
- **Database:** Microsoft SQL Server, Oracle, MySQL, SSIS, MongoDB
- **Web:** ASP .NET MVC, ASP .NET Web API, WCF, Spring MVC, AngularJS, KnockoutJS, jQuery
- **Mobile:** Responsive web development, iOS, Android
- **Reporting/ETL:** SSRS, SSIS, ActiveReports, Crystal Reports
- **Continuous Integration:** TFS, NAnt, MSBuild, TeamCity, Subversion, NuGet, Git, Bamboo, Maven
- **Process:** Agile, SCRUM, Kanban

Education & Certifications:

Master of Business Administration (Emphasis: MIS)

University of Arizona – Eller College of Management; Tucson, AZ
Graduation: December 2015

Bachelor of Science: Computer Information Systems

University of Northern Colorado; Greeley, CO
Graduation: May 2003

CNSS-4011: Information Systems Security (INFOSEC) Professional

CNSS-4012: Senior Systems Manager

CNSS-4016: Risk Analyst

Raytheon R6σ Specialist (Six Sigma Green Belt equivalent)

Work Experience:

Senior Applications Technologist II (October 2015 – Present)

Raytheon. Tucson, AZ

- Served as the Project Manager for four high-performing development teams in an Agile environment supporting developers, testers, product owners, and user experience designers
- Developed web applications using Java and SharePoint technology stacks
- Created partnerships across business units to model processes, gather requirements, and iteratively code aligned solutions that financially add value
- Facilitated release planning, sprint planning, sprint reviews, architecture code reviews, risk analysis, and devops processes

Software Developer (September 2013 – October 2015)

Medical Security Card Company. Tucson, AZ

- Provided technical leadership and development for internal and external software development teams delivering enterprise, web, iOS, and Android software
- Developed a drug pricing rules engine, API, and management UI to adjudicate pharmaceutical claims
- Developed and supported HIPAA compliant systems providing pharmaceutical benefits programs to the largest pharmacies in the United States including CVS, Walgreens, Rite Aid, Target, Kroger, and Ahold

Senior Software Engineer II (November 2012 – September 2013)

Intuit. Tucson, AZ

- Developed and enhanced web applications to guide users through self-directed help while driving to reduce call volume and costs
- Created components using multiple A/B testing frameworks integrated with marketing campaigns
- Partnered with cross-functional business units to implement elaborate test campaigns reporting user interaction and measuring the effectiveness of enhancements through key performance metrics

Independent Consultant

Code Harmonic LLC. Columbus, OH

Client: IGS Energy (May 2012 – October 2012)

- Developed public-facing enrollment web applications to cross-sell multiple energy products
- Consolidated web front-end architecture into a single application and codebase
- Responsible for support and enhancements on all public facing web applications

Senior Solutions Developer (2010-2012)

Leading EDJE. Columbus, OH

- Managed a team of four developer consultants
- Senior Solutions Developer consultant at two clients
- Pre-sales Engineer

Client: Safelite AutoGlass (2010-2012)

- Gathered requirements, developed, and supported a large-scale enterprise application that performs mission-critical business functions such as POS, inventory management, scheduling, and market analysis
- Migrated financial systems to a PCI compliant architecture to processes all credit card transactions

- Performance tuned applications and databases in a high transaction environment

Client: Crown Equipment Corporation (2011-2012)

- Developed a real-time tracking application for forklifts displayed in Google maps-like interface
- Developed a system that reliably persists all location data

Senior Software Developer (2006-2010)

New Century Software. Fort Collins, CO

- Developed Submissions Manager, an application used by the U.S. government to receive transmission pipeline data from operators, analyze it spatially, and load it into the National Pipeline Mapping System
- Developed Spatial Risk Analyst to build risk analysis models using live, disparate data sources
- Developed Spill Impact Analyst and Pressure Analyst, an oil spill simulation product

Software Developer (2003-2006)

Deltek. Fort Collins, CO

- Designed and developed Deltek Vision's Document Management module
- Developed enhancements for GAAP compliant accounting software, Deltek FMS
- Provided Tier 2 technical support to clients

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Key Qualifications

- C-Suite Relationship Building
- Vendor Relations
- Problem Solving
- Decision Making
- Contract Negotiations
- Team Building
- Cybersecurity Risk Mitigation
- Analyzing Business Needs
- Business Oriented
- Managing/Leading
- Budgeting
- System Implementations
- Customer Focused
- Communicating
- Project Management
- System Integration
- Goal Setting
- Evaluating Risk
- Managing Development
- System Configuration
- Empowering Others

Technical Skills

Microsoft Office: Project, Word, Excel, Outlook, PowerPoint, Visio
Active Directory, NetSuite, Sophos, Networking, Infrastructure, Telecommunications

Experience

Canyon Ranch, Tucson AZ

2005-2017

Chief Technology Officer (2016-2017)
Vice President of Technology (2005-2016)

Directed the overall vision, planning, organization and execution of all information technology functions and systems throughout the company. Ensured that current and future business needs were met by diligent planning and timely development of upgrades and adoption of new technology. Identified and analyzed complex business needs then developed and executed viable strategies and technical solutions to meet those needs. Continually evaluated risk to the company's systems and managed all measures to protect guest and company data against cyber security threats including compliance with HIPAA.

- Partnered with marketing to manage the development of a new creative website incorporating a responsive mobile design which resulted in a 15% increase of traffic to our website.
- Implemented an online booking solution after convincing executive management of the need for and the benefits of providing an online booking option for guests resulting in \$1 million of bookings within 90 days of going live.
- Directed and planned the installation and systems training for the implementation of a windows based spa scheduling systems onboard nine cruise ships while the ships were sailing, over a six week timeframe with no interruption in services offered to guests.
- Managed the successful replacement of all major systems with new or upgraded applications, along with the underlying networking and hardware infrastructure. Directed all phases of the implementations, including software contract negotiations, hardware procurement, configuration requirements, system installation, user training, and the installation of interfaces to other systems.

- Engaged senior managers in the process of priority setting for IT projects and therefore obtained support for projects and priorities by establishing an IT Steering Committee and property level executive IT updates. Effectively communicated the status of projects and issues to all locations.
- Improved overall technology infrastructure to satisfy the changing technology landscape including updated contingency and disaster plans and effective cybersecurity measures.

JC Resorts LLC, La Jolla CA

2002-2005

Chief Director of Information Systems

Managed all long-term planning and daily activities of IS design, programming, installation, and operations for an organization, including three resort hotels, one bed-and-breakfast, six golf courses, and a corporate office. Interfaced with upper management to determine their needs and obtain support for projects. Managed the department including; preparing and monitoring capital and operating budgets, establishing staff objectives and developing staff.

- Directed the replacement of all major systems at the resort properties with new or upgraded applications over 15 months. This included Micros OPERA property management, ADP payroll, TimeSaver time and attendance, Platinum accounting, GuestTek guest-room Internet, Delphi sales and catering, and Timelox door-locking system.
- Clearly defined and communicated expected MIS service levels, which reduced the number of repeat calls for the same issues, enabling MIS personnel to cut support time while providing users with greater system availability.

The Broadmoor, Colorado Springs CO

1996-2002

Director of Information Systems

Managed all systems planning, management, and operations support. Managed all software development, user support functions, and computer operations staff. Directed system projects and planned system activity. Oversaw department budget and finances; reviewed and approved all equipment and software purchases. Coordinated the professional development of all systems personnel.

- Replaced major systems, including property management, HR/payroll, time and attendance, inventory purchasing, retail and F&B point-of-sale, retail purchasing and inventory control, spa management, and sales and catering.
- Reduced training and annual hardware maintenance costs as well as improved employee productivity by upgrading outdated technology. Installed a new networking infrastructure, migrating to a Novell network with a gigabit fiber backbone and 10/100 Cat-5 connections to the desktop. The installation included GroupWise, T1 Internet connectivity, Raptor firewall, Arcserve backups, and user security.



The Phoenician Resort, Scottsdale AZ

1991-1996

Director of Information Systems

Conducted all financial and operational functions of the department. Coordinated software development and user support activities to ensure timely implementation of software and hardware solutions to meet business needs. Instituted policies and procedures to prevent system misuse. Managed department finances and budgets. Interviewed, hired, and developed staff.

Arthur Andersen & Co, Los Angeles CA

1985-1991

Consulting Manager

Provided technology consulting services to a variety of clients. Planned and directed the selection, implementation, and troubleshooting of computer systems for accounting, financial, and operational applications. Prior to transferring to the Consulting practice, spent two years in the audit practice of Arthur Andersen in New Mexico. As an Audit Senior was in-charge of audit engagements with responsibility for audit planning, preparation of audit programs and supervision of staff assistants.

Education

Bachelor of Business Administration, Accounting, University of New Mexico

Professional Affiliations

American Institute of Certified Public Accountants
New Mexico Society of Certified Public Accountants
Hospitality Financial and Technology Professionals