

**AGREEMENT FOR  
TECHNICAL RECRUITING & STAFFING  
City of Glendale Solicitation No. RFP 16-42**

This Agreement for Technical Recruiting & Staffing Services ("Agreement") is effective and entered into between CITY OF GLENDALE, an Arizona municipal corporation ("City"), and Mindlance Inc., a New Jersey corporation, authorized to do business in Arizona, (the "Contractor"), as of the \_\_\_\_\_ day of \_\_\_\_\_, 2016.

**RECITALS**

- A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in **Exhibit A**, pursuant to Solicitation No. RFP 16-42 (the "Project");
- B. City desires to retain the services of Contractor to perform those specific duties and produce the specific work as set forth in the Project attached hereto;
- C. City and Contractor desire to memorialize their agreement with this document.

**AGREEMENT**

In consideration of the Recitals, which are confirmed as true and correct and incorporated by this reference, the mutual promises and covenants contained in this Agreement, and other good and valuable consideration, City and Contractor agree as follows:

**1. Key Personnel; Sub-contractors.**

- 1.1 Services. Contractor will provide all services necessary to assure the Project is completed timely and efficiently consistent with Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other contractors or consultants, retained by City.
- 1.2 Project Team.
  - a. Project Manager.
    - (1) Contractor will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's option, complete the Project and handle all aspects of the Project such that the work produced by Contractor is consistent with applicable standards as detailed in this Agreement;
    - (2) The City must approve the designated Project Manager; and
    - (3) To assure the Project schedule is met, Project Manager may be required to devote no less than a specific amount of time as set out in Exhibit A.
  - b. Project Team.
    - (1) The Project Manager and all other employees assigned to the project by Contractor will comprise the "Project Team."
    - (2) Project Manager will have responsibility for and will supervise all other employees assigned to the Project by Contractor.
  - c. Discharge, Reassign, Replacement.
    - (1) Contractor acknowledges the Project Team is comprised of the same persons and roles for each as may have been identified in the response to the Project's solicitation.

- (2) Contractor will not discharge, reassign or replace or diminish the responsibilities of any of the employees assigned to the Project who have been approved by City without City's prior written consent unless that person leaves the employment of Contractor, in which event the substitute must first be approved in writing by City.
- (3) Contractor will change any of the members of the Project Team at the City's request if an employee's performance does not equal or exceed the level of competence that the City may reasonably expect of a person performing those duties or if the acts or omissions of that person are detrimental to the development of the Project.

d. Sub-contractors.

- (1) Contractor may engage specific technical contractor (each a "Sub-contractor") to furnish certain service functions.
- (2) Contractor will remain fully responsible for Sub-contractor's services.
- (3) Sub-contractors must be approved by the City, unless the Sub-contractor was previously mentioned in the response to the solicitation.
- (4) Contractor shall certify by letter that contracts with Sub-contractors have been executed incorporating requirements and standards as set forth in this Agreement.

2. **Schedule.** The services will be undertaken in a manner that ensures the Project is completed timely and efficiently in accordance with the Project.

3. **Contractor's Work.**

3.1 Standard. Contractor must perform services in accordance with the standards of due diligence, care, and quality prevailing among contractors having substantial experience with the successful furnishing of services for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 Licensing. Contractor warrants that:

- a. Contractor and Sub-contractors will hold all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of services ("Approvals"); and
- b. Neither Contractor nor any Sub-contractor has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").
  - (1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments or to examine Contractor's contracting ability.
  - (2) Contractor must notify City immediately if any Approvals or Debarment changes during the Agreement's duration and the failure of the Contractor to notify City as required will constitute a material default under the Agreement.

3.3 Compliance. Services will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, and other standards and criteria designated by City.

Contractor must not discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity or expression, genetic characteristics, familial status, U.S. military veteran status or any disability. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section. Contractor, and on behalf of any subcontractors, warrants compliance with this section.

3.4 Coordination; Interaction.

- a. For projects that the City believes requires the coordination of various professional services, Contractor will work in close consultation with City to proactively interact with any other professionals retained by City on the Project ("Coordinating Project Professionals").
- b. Subject to any limitations expressly stated in the Project Budget, Contractor will meet to review the Project, Schedule, Project Budget, and in-progress work with Coordinating Project Professionals and City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.
- c. For projects not involving Coordinating Project Professionals, Contractor will proactively interact with any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 Work Product.

- a. Ownership. Upon receipt of payment for services furnished, Contractor grants to City, and will cause its Sub-contractors to grant to the City, the exclusive ownership of and all copyrights, if any, to evaluations, reports, drawings, specifications, project manuals, surveys, estimates, reviews, minutes, all "architectural work" as defined in the United States Copyright Act, 17 U.S.C § 101, *et seq.*, and other intellectual work product as may be applicable ("Work Product").
  - (1) This grant is effective whether the Work Product is on paper (e.g., a "hard copy"), in electronic format, or in some other form.
  - (2) Contractor warrants, and agrees to indemnify, hold harmless and defend City for, from and against any claim that any Work Product infringes on third-party proprietary interests.
- b. Delivery. Contractor will deliver to City copies of the preliminary and completed Work Product promptly as they are prepared.
- c. City Use.
  - (1) City may reuse the Work Product at its sole discretion.
  - (2) In the event the Work Product is used for another project without further consultations with Contractor, the City agrees to indemnify and hold Contractor harmless from any claim arising out of the Work Product.
  - (3) In such case, City shall also remove any seal and title block from the Work Product.

4. **Compensation for the Project.**

4.1 Compensation. Contractor's compensation for the Project, including those furnished by its Sub-contractors will not exceed \$300,000 for the entire contract Term, as specifically detailed in **Exhibit B** (the "Compensation").

4.2 Change in Scope of Project. The Compensation may be equitably adjusted if the originally contemplated scope of services as outlined in the Project is significantly modified.

- a. Adjustments to the Compensation require a written amendment to this Agreement and may require City Council approval.
- b. Additional services which are outside the scope of the Project contained in this Agreement may not be performed by the Contractor without prior written authorization from the City.
- c. Notwithstanding the incorporation of the Exhibits to this Agreement by reference, should any conflict arise between the provisions of this Agreement and the provisions found in

the Exhibits and accompanying attachments, the provisions of this Agreement shall take priority and govern the conduct of the parties.

**5. Billings and Payment.**

**5.1 Applications.**

- a. Contractor will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.
- b. The period covered by each Payment Application will be one calendar month ending on the last day of the month or as specified in the solicitation.

**5.2 Payment.**

- a. After a full and complete Payment Application is received, City will process and remit payment within 30 days.
- b. Payment may be subject to or conditioned upon City's receipt of:
  - (1) Completed work generated by Contractor and its Sub-contractors; and
  - (2) Unconditional waivers and releases on final payment from Sub-contractors as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

**5.3 Review and Withholding.** City's Project Manager will timely review and certify Payment Applications.

- a. If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.
- b. City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

**6. Termination.**

**6.1 For Convenience.** City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 30 days following the date of delivery.

- a. Contractor will be equitably compensated for Goods or Services furnished prior to receipt of the termination notice and for reasonable costs incurred.
- b. Contractor will also be similarly compensated for any approved effort expended and approved costs incurred that are directly associated with project closeout and delivery of the required items to the City.

**6.2 For Cause.** City may terminate this Agreement for cause if Contractor fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

- a. Contractor will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Contractor for Service and Repair furnished, City will pay the amount due to Contractor, less City's damages, in accordance with the provision of § 5.
- b. If City's direct damages exceed amounts otherwise due to Contractor, Contractor must pay the difference to City immediately upon demand; however, Contractor will not be subject to consequential damages of more than \$1,000,000 or the amount of this Agreement, whichever is greater.

7. **Conflict.** Contractor acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

8. **Insurance.**

8.1 Requirements. Contractor must obtain and maintain the following insurance ("Required Insurance"):

- a. Contractor and Sub-contractors. Contractor, and each Sub-contractor performing work or providing materials related to this Agreement must procure and maintain the insurance coverages described below (collectively referred to herein as the "Contractor's Policies"), until each Party's obligations under this Agreement are completed.
- b. General Liability.
  - (1) Contractor must at all times relevant hereto carry a commercial general liability policy with a combined single limit of at least \$1,000,000 per occurrence and \$2,000,000 annual aggregate for each property damage and contractual property damage.
  - (2) Sub-contractors must at all times relevant hereto carry a general commercial liability policy with a combined single limit of at least \$1,000,000 per occurrence.
  - (3) This commercial general liability insurance must include independent contractors' liability, contractual liability, broad form property coverage, XCU hazards if requested by the City, and a separation of insurance provision.
  - (4) These limits may be met through a combination of primary and excess liability coverage.
- c. Auto. A business auto policy providing a liability limit of at least \$1,000,000 per accident for Contractor and \$1,000,000 per accident for Sub-contractors and covering owned, non-owned and hired automobiles.
- d. Workers' Compensation and Employer's Liability. A workers' compensation and employer's liability policy providing at least the minimum benefits required by Arizona law.
- e. Notice of Changes. Contractor's Policies must provide for not less than 30 days' advance written notice to City Representative of:
  - (1) Cancellation or termination of Contractor or Sub-contractor's Policies;
  - (2) Reduction of the coverage limits of any of Contractor or and Sub-contractor's Policies; and
  - (3) Any other material modification of Contractor or Sub-contractor's Policies related to this Agreement.
- f. Certificates of Insurance.
  - (1) Within 10 business days after the execution of the Agreement, Contractor must deliver to City Representative certificates of insurance for each of Contractor and Sub-contractor's Policies, which will confirm the existence or issuance of Contractor and Sub-contractor's Policies in accordance with the provisions of this section, and copies of the endorsements of Contractor and Sub-contractor's Policies in accordance with the provisions of this section.
  - (2) City is and will be under no obligation either to ascertain or confirm the existence or issuance of Contractor and Sub-contractor's Policies, or to examine Contractor and Sub-contractor's Policies, or to inform Contractor or Sub-contractor in the event that any coverage does not comply with the requirements of this section.

- (3) Contractor's failure to secure and maintain Contractor Policies and to assure Sub-contractor policies as required will constitute a material default under the Agreement.
- g. Other Contractors or Vendors.
  - (1) Other contractors or vendors that may be contracted with in connection with the Project must procure and maintain insurance coverage as is appropriate to their particular contract.
  - (2) This insurance coverage must comply with the requirements set forth above for Contractor's Policies (e.g., the requirements pertaining to endorsements to name the parties as additional insured parties and certificates of insurance).
- h. Policies. Except with respect to workers' compensation and employer's liability coverages, City must be named and properly endorsed as additional insureds on all liability policies required by this section.
  - (1) The coverage extended to additional insureds must be primary and must not contribute with any insurance or self insurance policies or programs maintained by the additional insureds.
  - (2) All insurance policies obtained pursuant to this section must be with companies legally authorized to do business in the State of Arizona and reasonably acceptable to all parties.

## 8.2 Sub-contractors.

- a. Contractor must also cause its Sub-contractors to obtain and maintain the Required Insurance.
- b. City may consider waiving these insurance requirements for a specific Sub-contractor if City is satisfied the amounts required are not commercially available to the Sub-contractor and the insurance the Sub-contractor does have is appropriate for the Sub-contractor's work under this Agreement.
- c. Contractor and Sub-contractors must provide to the City proof of the Required Insurance whenever requested.

## 8.3 Indemnification.

- a. To the fullest extent permitted by law, Contractor must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense"; collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Contractor) and that arises out of or results from the breach of this Agreement by the Contractor or the Contractor's negligent actions, errors or omissions (including any Sub-contractor or other person or firm employed by Contractor), whether sustained before or after completion of the Project.
- b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, Contractor shall be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of Contractor or of any person or entity for whom Contractor is responsible.

- c. Contractor is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.
9. **E-verify, Records and Audits.** To the extent applicable under A.R.S. § 41-4401, the Contractor warrant their compliance and that of its subcontractors with all federal immigration laws and regulations that relate to their employees and compliance with the E-verify requirements under A.R.S. § 23-214(A). The Contractor or subcontractor's breach of this warranty shall be deemed a material breach of the Agreement and may result in the termination of the Agreement by the City under the terms of this Agreement. The City retains the legal right to randomly inspect the papers and records of the other party to ensure that the other party is complying with the above-mentioned warranty. The Contractor and subcontractor warrant to keep their respective papers and records open for random inspection during normal business hours by the other party. The parties shall cooperate with the City's random inspections, including granting the inspecting party entry rights onto their respective properties to perform the random inspections and waiving their respective rights to keep such papers and records confidential.
10. **No Boycott of Israel.** The Parties agree that they are not currently engaged in, and agree that for the duration of the Agreement they will not engage in, a boycott of Israel, as that term is defined in A.R.S. §35-393.
11. **Notices.**
  - 11.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:
    - a. The Notice is in writing; and
    - b. Delivered in person or by overnight courier service (delivery charges prepaid), certified or registered mail (return receipt requested); and
    - c. Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:
      - (1) Received on a business day, or before 5:00 p.m., at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier service on or before 5:00 p.m.; or
      - (2) As of the next business day after receipt, if received after 5:00 p.m.
    - d. The burden of proof of the place and time of delivery is upon the Party giving the Notice; and
    - e. Digitalized signatures and copies of signatures will have the same effect as original signatures.
  - 11.2 **Representatives.**
    - a. Contractor. Contractor's representative (the "Contractor's Representative") authorized to act on Contractor's behalf with respect to the Project, and his or her address for Notice delivery is:

Mindlance Inc.  
c/o Vikram Kalra  
80 River Street, 4<sup>th</sup> Floor  
Hoboken, New Jersey 07030  
201-204-9752  
vik@mindlance.com
    - b. City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale  
c/o Connie Schneider  
5850 W Glendale Avenue, Suite 317  
Glendale, Arizona 85301  
623-930-2868

With required copy to:

City Manager  
City of Glendale  
5850 West Glendale Avenue  
Glendale, Arizona 85301

City Attorney  
City of Glendale  
5850 West Glendale Avenue  
Glendale, Arizona 85301

c. **Concurrent Notices.**

- (1) All notices to City's representative must be given concurrently to City Manager and City Attorney.
- (2) A notice will not be deemed to have been received by City's representative until the time that it has also been received by City Manager and City Attorney.
- (3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Contractor identifying the designee(s) and their respective addresses for notices.

d. **Changes.** Contractor or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

12. **Financing Assignment.** City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

13. **Entire Agreement; Survival; Counterparts; Signatures.**

13.1 Integration. This Agreement contains, except as stated below, the entire agreement between City and Contractor and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

- a. Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.
- b. Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.
- c. The solicitation, any addendums and the response submitted by the Contractor are incorporated into this Agreement as if attached hereto. Any Contractor response modifies the original solicitation as stated. Inconsistencies between the solicitation, any addendums and the response or any excerpts attached as Exhibit A and this Agreement will be resolved by the terms and conditions stated in this Agreement.

13.2 Interpretation.

- a. The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.
- b. The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.
- c. The Agreement will be interpreted in accordance with the laws of the State of Arizona.



- 13.3 **Survival.** Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.
- 13.4 **Amendment.** No amendment to this Agreement will be binding unless in writing and executed by the parties. Any amendment may be subject to City Council approval. Electronic signature blocks do not constitute execution.
- 13.5 **Remedies.** All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.
- 13.6 **Severability.** If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be deemed reformed to conform to applicable law.
- 13.7 **Counterparts.** This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.
14. **Term.** The term of this Agreement commences upon the effective date and continues for a one (1)-year initial period. The City may, at its option and with the approval of the Contractor, extend the term of this Agreement an additional four (4) years, renewable on an annual basis. Contractor will be notified in writing by the City of its intent to extend the Agreement period at least thirty (30) calendar days prior to the expiration of the original or any renewal Agreement period. Price adjustments will only be reviewed during the Agreement renewal period and any such price adjustment will be a determining factor for any renewal. There are no automatic renewals of this Agreement.
15. **Dispute Resolution.** Each claim, controversy and dispute (each a "Dispute") between Contractor and City will be resolved in accordance with Exhibit C. The final determination will be made by the City.
16. **Exhibits.** The following exhibits, with reference to the term in which they are first referenced, are incorporated by this reference.
- |           |                    |
|-----------|--------------------|
| Exhibit A | Project            |
| Exhibit B | Compensation       |
| Exhibit C | Dispute Resolution |

(Signatures appear on the following page.)

The parties enter into this Agreement as of the effective date shown above.

City of Glendale,  
an Arizona municipal corporation

\_\_\_\_\_  
By: Kevin R. Phelps  
Its: City Manager

ATTEST:

\_\_\_\_\_  
Julie K. Bower  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
Michael D. Bailey  
City Attorney

Mindlance Inc.,  
a New Jersey corporation

\_\_\_\_\_  
By: Rajat Dhall  
Its: President

**EXHIBIT A**  
**TECHNICAL RECRUITING & STAFFING**  
**PROJECT**

Mindlance Inc. shall provide technical recruiting and staffing services as described on the attached Exhibit A.



# CITY OF GLENDALE MATERIALS MANAGEMENT REQUEST FOR PROPOSAL

**SOLICITATION NUMBER:** RFP 16-42

**DESCRIPTION:** TECHNICAL RECRUITING & STAFFING

**PUBLISHED DATE:** APRIL 14, 2016

**OFFER DUE DATE AND TIME:** MAY 3, 2016, 2:00pm local time

**PRE-OFFER CONFERENCE:** APRIL 21, 2016 AT 2:00 PM  
The pre-offer conference will be held at City of Glendale, 5850 W. Glendale Avenue – Municipal Building, Third Floor, Conference Room 3A, Glendale, AZ 85301  
Attendance is not required.

**SUBMITTAL LOCATION:** City of Glendale  
Materials Management  
5850 West Glendale Avenue, Suite 317  
Glendale, Arizona 85301

Proposals must be in the actual possession of Materials Management on or prior to the time and date, and at the location indicated. Materials Management is located on the third (3<sup>rd</sup>) floor of the Glendale Municipal Office Complex (City Hall) in the Engineering Department. Proposals are accepted from the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday, unless otherwise indicated for a holiday. All proposals will be received and time/date stamped at the Engineering Department's window. Late proposals will not be considered.

Proposals must be submitted in a sealed envelope with the Solicitation Number and the Offeror's name and address clearly indicated on the envelope. See Paragraph 2.3 for additional instructions for preparing an offer.

Proposals shall be opened publicly at the time, place and location designated on this page. Only the name of each Offeror shall be publicly read and recorded. All other information contained in the proposals shall be confidential so as to avoid disclosure of contents prejudicial to competing Offerors.

**OFFERORS ARE STRONGLY ENCOURAGED TO CAREFULLY READ THE ENTIRE SOLICITATION.**


For questions regarding this solicitation contact:  
**Connie Schneider, C.P.M.**  
**Purchasing - Materials Management Division**  
**5850 W Glendale Av., Suite 317**  
**Glendale, AZ 85301**  
**623-930-2868**  
[CSchneider@glendaleaz.com](mailto:CSchneider@glendaleaz.com)



**City of Glendale  
Materials Management  
Solicitation Number: RFP 16-42  
TECHNICAL RECRUITING & STAFFING**

CITY OF GLENDALE  
Materials Management  
5850 West Glendale  
Avenue, Suite 317  
Glendale, Arizona 85301

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## 1.0 SPECIFICATIONS

### 1.1 INTRODUCTION

The City of Glendale (City) is soliciting Requests for Proposals from qualified firms or individuals (Recruiter/Contractor) to provide technical recruiting and staffing services as described within this solicitation. The goal of the City is to have a group of qualified firms that specialize in technical recruiting and staffing. All shall be capable of providing a selection of candidates who are qualified in a variety of information technology positions on an as-needed basis.

The Information Technology (IT) group supports over 1900 users and 29 locations across the City. IT is responsible for providing Service Desk, telecommunications, application, server, and network support.

### 1.2 SCOPE OF SERVICES


#### 1.2.1 **MINIMUM QUALIFICATIONS/REQUIREMENTS:** Recruiter shall:

- 1.2.1.1 Specialize in information technology staffing services including temporary placements;
- 1.2.1.2 Use proven testing and screening procedures to validate candidates' technical competency;
- 1.2.1.3 Conduct criminal background checks and conduct behavioral screening to validate candidates' suitability for employment;
- 1.2.1.4 Perform reference checks in advance;
- 1.2.1.5 Be able to obtain and/or retain a sufficient pool of qualified IT candidates to meet the City's needs;
- 1.2.1.6 Provide the City with a single point of contact for the management of services stated herein;
- 1.2.1.7 Ensure qualified candidates will follow the City's technical policies and procedures including change control and system documentation requirements; and,
- 1.2.1.8 Provide a placement guarantee for all candidates recruited.

#### 1.2.2 **RECRUITMENT REQUIREMENTS:**

Occasionally, the City may need assistance in the recruitment for technical positions. The City may request recruitment services from multiple recruiters for the same position. A sampling of the highly sought after positions that may be required by the City include but are not limited to the following:

- Systems Analyst
- Systems Administrator
- Network Engineer

	<p style="text-align: center;"><b>City of Glendale</b>  <b>Materials Management</b>  <b>Solicitation Number: RFP 16-42</b>  <b>TECHNICAL RECRUITING &amp; STAFFING</b></p>	<p style="text-align: center;"><b>CITY OF GLENDALE</b>  <b>Materials Management</b>  <b>5850 West Glendale</b>  <b>Avenue, Suite 317</b>  <b>Glendale, Arizona 85301</b></p>
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- Database Administrator
- Network Engineer (SCADA experienced)
- Control System Engineer


**1.2.2.1 Hiring Process** - While the City may make changes to this process, the typical hiring process is as follows:

**1.2.2.1.1 Identifying Candidates**

- a) City will provide the recruiters with the job description of the position being recruited for which includes minimum qualifications, special requirements, and certifications required;
- b) Candidates must meet the minimum qualifications of the position in order to be considered;
- c) Recruiter shall provide the City with list of qualified candidates;
- d) Recruiter shall conduct recruitment;
- e) City will review resumes from recruiters;
- f) City will identify candidate(s) from Recruiter's list of qualified candidates to interview;
- g) City will conduct phone interview with identified candidates
- h) City will conduct in-person/Skype interviews with candidate(s) from phone interview(s) that the city determines are most qualified;
- i) At times, multiple interviews may be requested;

**1.2.2.1.2 Upon Identification of Top Candidate:**

- a) Recruiter shall conduct reference checks using the city's required Reference Check form, which is currently in paper format;
- b) Recruiter shall ensure the candidate completes the City's job application;
- c) Recruiter shall submit completed reference checks and completed application and resume to the Human Resource contact;
- d) The City's Human Resources Department will review the information and will contact the recruiter with a salary offer;
- e) If the candidate accepts position, a conditional offer letter will be prepared by Human Resources and a start date identified;
- f) All job offers are contingent upon successful completion of the City's own background check.

	<p style="text-align: center;"><b>City of Glendale</b>  <b>Materials Management</b>  <b>Solicitation Number: RFP 16-42</b>  <b>TECHNICAL RECRUITING &amp; STAFFING</b></p>	<p style="text-align: center;">CITY OF GLENDALE  Materials Management  5850 West Glendale  Avenue, Suite 317  Glendale, Arizona 85301</p>
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### 1.2.3 SELECTED CANDIDATE:

#### 1.2.3.1 Recruitment Fees:

- a) The City shall not pay the direct hire recruitment fee until 30 days after the candidate's first day of work.
- b) City requires that the recruiters assist the City in identifying a new candidate at no cost if the original candidate is released from the City within 60 days of the first day of work.


#### 1.2.3.2 Temp-to-Hire:

- a) The City may at its option, hire temporary or temp-to-hire technical staff in the event of there being an immediate need to fill a position.
- b) Should the City convert a temp-to-hire candidate to a full time City employee, notice shall be provided to the Contractor 30 days prior to the conversion.

#### 1.2.3.3 Background Checks:

- a) Direct hire technical positions funded by the City's Police Department must complete an in depth background check.
- b) Once a direct hire candidate has been identified, he/she will be given a conditional job offer that is contingent upon the successful completion of the background check performed by the City;
- c) The direct hire candidate will complete a background packet, which will be submitted to the Police Department so the background check can be conducted.
- d) A polygraph test may or may not be required and the determination will be made by the Glendale Police Department.
- e) Upon successful completion of the background check, a start date for the candidate will be identified.
- f) Temporary staff shall have undergone a background check conducted by the Recruiter including E-Verify.
- g) The City reserves the right to conduct a fingerprint background check for all new direct hires and for temporary placements if deemed necessary.



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## 2. SPECIAL INSTRUCTIONS

### 2.1 PRE-OFFER CONFERENCE

2.1.1 A Pre-Offer Conference will be held on **April 21, 2016 2:00 P.M. Arizona Time, located at 5850 W. Glendale Avenue, Room 3A.** Attendance is not required. Copies of the Request for Proposal (RFP) will NOT be available.

2.1.2 The purpose of the conference will be to clarify the contents of the solicitation in order to prevent any misunderstanding of the City of Glendale's position. Any doubt as to the requirements of the solicitation or any apparent omission or discrepancy should be presented to the City at the conference. The City will determine the appropriate action necessary, if any, and issue a written amendment to the solicitation if required. Oral statements or instructions will not constitute an amendment to the solicitation.

2.2 **RETURN OF OFFER** The Offeror shall submit three (3) hardcopies marked as "Copies". The offeror shall submit a complete proposal on a CD or flash drive as one file folder. The folder shall be identified as "RFP 16-xx – *Original - Name of Offeror.*" (For example: RFP 16-xx – Original - ABC Company.)

The proposal responses shall be submitted in a bound format (i.e. three (3) ring loose-leaf binders, spiral and/or report covers). Proposals should be divided by tab sections according to items listed in the **Preparation of Proposal Package Instructions section 2.3.** This will assist the evaluation panel in identifying items and information submitted within the proposal. Offerors may reproduce the forms and recreate information, but all of the required information must be presented in the order requested.

The Offeror shall complete all sections of the solicitation in the format given in the space provided. If additional space is needed than what is given, enter "See attachment for detail." Proposals that do not conform to the above format may be rejected.


The Offeror shall bear all costs associated with submitting the proposal, including proposal preparation, site visitation or any travel connected with submission of the proposal. The City shall have no liability whatsoever for such costs.

2.3 **PREPARATION OF OFFER PACKAGE** The following items shall be completed and returned including the written, narrative responses required in section 2.4 Submission Requirements. Failure to include all the items may result in an offer being rejected. Offer packages shall be submitted in the following order:

2.3.1 **COVER SHEET**

2.3.2 **OFFER SHEET, Section 5.0**

2.3.3 **PRICE SHEET, Section 6**

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**2.3.4 ADDENDUM, Return all addenda (if applicable).**

**2.3.5 SUBMISSION REQUIREMENTS, Section 2.4 (written narrative)**

## **2.4 SUBMISSION REQUIREMENTS**

- Offeror's should provide written, narrative responses for each item requested within the criteria below;
- *Unnecessarily elaborate responses beyond that sufficient to present a complete and effective response to this solicitation are not desired. Do not provide general answers or reference to sales literature;*
- When applicable, supporting documents should be attached and reference the appropriate criterion;
- Include the item number when responding to each item;
- Offeror's, at a minimum must submit the following information:

### **2.4.1 EXPERIENCE AND QUALIFICATIONS**

**2.4.1.1** Offeror's proposal should include:

- Company profile that details company history;
- Organization chart;
- Business locations; and
- Number of years in business.

**2.4.1.2** Offeror shall provide names and years' of experience of key personnel;


**2.4.1.3** Offeror shall provide a description of the firms size and organizational structure that includes number of years' experience in the IT Staffing and Recruiting business, areas of expertise, and special achievements;

**2.4.1.4** Offeror shall provide details of recruitments undertaken that are of similar nature based on the City's Specifications;

**2.4.1.5** Offeror shall describe training in technology provided to their temporary candidate pool;

### **2.4.2 METHOD OF APPROACH**

**2.4.2.1** Offeror shall clearly provide their written understanding of the City's requirements, specifications, meeting the terms and conditions of the RFP and matching the proposed methods to accomplish the needs of the City;

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- 2.4.2.2 Offeror's shall provide a communication plan between key personnel and the City of Glendale;
- 2.4.2.3 Offeror shall describe method and approach for recruiting technical talent;
- 2.4.2.4 Offeror shall describe how a candidate's technical skills are identified, assessed, and validated;
- 2.4.2.5 Offeror shall describe types of testing conducted and screening processes used, prior to selecting a candidate in their temporary staff pool;
- 2.4.2.6 Offeror shall describe their method of approach to tracking temporary staff attendance;
- 2.4.2.7 Offeror shall describe the communication process used to notify the City of an assigned temporary staff's absence;

#### **2.4.3 CAPACITY OF OFFEROR - KNOWLEDGE OF PHOENIX MARKET**


- 2.4.3.1 Offeror shall provide three (3) recent (within the last 3 years) client/customer references from organizations of similar size and scope to the City for the services described herein. Include:
  - 2.4.3.1.1 Name of Organization;
  - 2.4.3.1.2 Contact Name and Title
  - 2.4.3.1.3 Service dates;
  - 2.4.3.1.4 Number of temporary positions filled;
  - 2.4.3.1.5 Number of recruitments conducted and positions filled;
- 2.4.3.2 Offeror shall describe their knowledge of the Phoenix market;
- 2.4.3.3 Offeror shall describe their turnover rate of temporary assignment employees and retention rate for recruitments;

#### **2.4.4 PLACEMENT GUARANTEE**

- 2.4.4.1 Offeror shall describe their placement guarantee;
- 2.4.4.2 Offeror shall describe their process to address a situation where the City is not satisfied with the temporary staff placed;
- 2.4.4.3 Offeror shall describe their process and replacement policy to address a situation where a temporary staff position leaves prior to the end of the assignment;

#### **2.4.5 PRICING STRUCTURE**

- 2.4.5.1 Offeror's shall bid in accordance with the pricing structure as outlined in Section 5. While cost is a significant factor in the determination of award, it is not the only factor. The award will not be based on price alone, nor will it be based solely upon the lowest fees submitted.

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- 2.5 EVALUATION CRITERIA** The evaluation criteria is weighted in accordance with the Submission Requirements, section 2.4.

Experience and Qualifications – 20%  
 Method of Approach – 20%  
 Capacity of Offeror - Knowledge of Phoenix market – 20%  
 Placement guarantee – 15%  
 Costs – 25%


- 2.6 TYPE OF AWARD** The City reserves the right to make multiple awards or to award by group of line items, or to make an aggregate award, whichever is deemed most advantageous to the City. If the City determines that an aggregate award to one bidder is not in the City's best interest, "all or none" Bids shall be rejected.

- 2.7 ALTERNATE OFFERS/EXCEPTIONS** Offers submitted as alternates, or on the basis of exceptions to specific conditions of purchase and/or required specifications, must be submitted as an attachment referencing the specific paragraph number(s) and adequately defining the alternate or exception submitted. Offeror shall clearly and specifically detail all exceptions to the exact requirements imposed by this solicitation. Detailed product brochures and/or technical literature, suitable for evaluation, must be submitted with the Offer. If no exceptions are taken, City will expect and require complete compliance with the specifications and all conditions of purchase.


- 2.8 SITE INSPECTION** Offeror shall visit the site(s) to become familiar with any conditions which may affect the performance and pricing. Submission of an Offer will be prima facie evidence that the Offeror did, in fact, make a site inspection and is aware of all conditions.

- 2.9 INQUIRIES** Any question related to the Request for Proposal shall be directed to the Contract Officer whose name appears above. An Offeror shall not contact or ask questions of the department for whom the requirement is being procured. The Contract Officer may require any and all questions be submitted in writing. Offerors are encouraged to submit written questions via electronic mail or facsimile, no later than **five days** prior to the proposal due date. Any correspondence related to a solicitation should refer to the appropriate Request for Proposal number, page and paragraph number. An envelope containing questions should be identified as such; otherwise it may not be opened until after the official proposal due date and time. Oral interpretations or clarifications will be without legal effect. Only questions answered by a formal written amendment to the Request for Proposal will be binding.

- 2.10 EVALUATION PANEL** Offeror submittals will be evaluated by an evaluation panel. Award shall be made to the responsive, responsible Offeror whose proposal is determined to be the most advantageous to the City.


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- 2.11 PANEL CONTACT** Offerors shall have no exclusive meetings, conversations or communications with an individual evaluation panel member on any aspect of the RFP, after submittal.
- 2.12 INTERVIEWS** The City reserves the right to conduct interviews with some or all of the Offerors at any point during the evaluation process. However, the City may determine that interviews are not necessary. In the event interviews are conducted, information provided during the interview process shall be taken into consideration when evaluating the stated criteria. The City shall not reimburse the Offeror for the costs associated with the interview process.
- 2.13 ADDITIONAL INVESTIGATIONS** The City reserves the right to make such additional investigations as it deems necessary to establish the competence and financial stability of any Offeror submitting a proposal.
- 2.14 DISCUSSIONS AND REVISIONS TO PROPOSAL** Discussions may be conducted with responsible Offerors who submit proposals determined to be reasonably susceptible of being selected for award; and may obtain pertinent information for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Should the City elect to call for 'best and final' offers, Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing Offerors. The purposes of such discussions shall be to:
- 2.14.1** Determine in greater detail such Offeror's qualifications, and
  - 2.14.2** Explore with the scope and nature of the project, the Offeror's proposed method of performance, and the relative utility of alternate methods of approach;
  - 2.14.3** Determining that the Offeror will make available the necessary personnel and facilities to perform within the required time;
  - 2.14.4** Agreeing upon compensation which is fair and reasonable, taking into account the estimated value of the required services, and the scope, complexity and nature of such services.
- 2.15 BEST AND FINAL OFFERS** The City may request best and final offers if deemed necessary, and will determine the scope and subject of any best and final request.
- 2.16 PROPOSAL EVALUATION** The City reserves the right to secure additional information from the Offeror in various forms and or to award based on submitted information.

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- 2.17 NOTICE OF INTENT TO AWARD AND PROTEST PERIOD** Information about the recommended award for this solicitation will be posted on the Internet. The information will be available for review on the City's Materials Management Internet home page [www.glendaleaz.com/purchasing](http://www.glendaleaz.com/purchasing) immediately after the City has completed its evaluation process of the offers received. If you have any questions, or would like further information about an intended award, contact the contract analyst immediately. Any protest must be submitted to the Materials Manager no later than seven (7) calendar days from the date of posting on the Internet. Please go to: <http://www.glendaleaz.com/Purchasing/doingbusinesswithglendale.cfm> for information and instructions on how to file a protest with the City of Glendale.
- 2.18 WITHDRAWAL OF PROPOSAL** At any time prior to the specified solicitation due date and time, an Offeror may formally withdraw the proposal by a written letter, facsimile or electronic mail from the Offeror or a designated representative. Telephonic or oral withdrawals shall not be considered.
- 2.19 OFFER ERRORS OMISSIONS AND CORRECTIONS** The City will not be responsible for any offeror errors or omissions. All prices and notations shall be written in ink or typed. Changes or corrections made on the offer form must be initialed in ink by the individual signing the offer. No corrections will be permitted after the offers have been opened.
- 2.20 COMPETITIVE NEGOTIATIONS** Exclusive or concurrent negotiations may be conducted with responsible Offeror(s) for the purpose of altering or otherwise changing the conditions, terms and price of the proposed contract unless prohibited. Offerors shall be accorded fair and equal treatment in conducting negotiations and there shall be no disclosure of any information derived from proposals submitted by competing offerors. Exclusive or concurrent negotiations shall not constitute a contract award nor shall it confer any property rights to the successful Offeror. In the event the City deems that negotiations are not progressing, the City may formally terminate these negotiations and may enter into subsequent concurrent or exclusive negotiations with the next most qualified offeror(s).
- 2.21 NO CONTACT, NO INFLUENCE DURING THE RFP PROCESS** The City is conducting a competitive RFP process for the contract, free from improper influence or lobbying. There shall be no contact concerning this RFP from Offerors submitting a Proposal with any member of the City Council, RFP Evaluation Committee Members, or anyone connected with the process for or on behalf of the City. Contact includes direct or indirect contact by the Offeror, its employees, attorneys, lobbyists, surrogates, etc. in an attempt to influence the RFP process.

From the time the RFP is issued until the expiration of the protest period or the resolution of any protest, whichever is later (the "Black-Out Period"), Offerors, directly


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or indirectly through others, are restricted from attempting to influence in any manner the decision making process through, including but not limited to, the use of paid media; contacting or lobbying the City Council or City Manager or any other City employee (other than Material Management employees); the use of any media for the purpose of influencing the outcome; or in any other way that could be construed to influence any part of the decision-making process about this RFP. This provision shall not prohibit an Offeror from petitioning an elected official or engaging in any other protected first amendment activity after the protest period has run or any protest has been resolved, whichever is later.

Violation of this provision will cause the proposal or offer of the Offeror to be found in violation and to be rejected.

- 2.22 PROPRIETARY INFORMATION** An Offeror shall clearly mark any proprietary information contained in its bid with the words "Proprietary Information." Offeror shall not mark any Solicitation Form as proprietary. Pricing data shall not be considered proprietary. Marking all, or nearly all, of a bid as proprietary may result in rejection of the bid.


Offeror's acknowledge that the City is required by law to make certain records available for public inspection. In the event that the City receives a request for disclosure of Proprietary Information by any person, court, agency or administrative body, or otherwise has a reasonable belief that it is obligated to disclose the Proprietary Information to any such person or authority, the City will provide Offeror with prompt written notice so that Offeror may seek a protective order or other appropriate remedy. The Offeror, by submission of materials marked Proprietary Information, acknowledges and agrees that the City will have no obligation to advocate for non-disclosure in any forum or any liability to the Offeror in the event that the City must legally disclose the Proprietary Information.

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### 3.0 SPECIAL TERMS AND CONDITIONS

- 3.1 TERM OF AGREEMENT** The initial term of the contract shall be one (1) year upon approval by the City Council.
- 3.2 OPTION TO EXTEND** The City may, at its option and with the approval of the Contractor, extend the term of this agreement four (4) additional years in one (1) year increments based on satisfactory Contractor performance. Contractor shall be notified in writing by the City Materials Manager of the City's intention to extend the contract period at least sixty (60) calendar days prior to the expiration of the original contract period. Price adjustments will only be reviewed during contract renewal.
- 3.3 PRICE ADJUSTMENTS** Contractor shall submit a request for a rate increase a minimum of sixty (60) days prior to the contract renewal date. The request shall be in writing and include supportive justification for the proposed increase. The rate increase shall only be considered at time of contract extension. The City will review the request and shall determine if the increase shall be granted or if an alternate option is in the best interest of the City. The price increase adjustment, if approved, will be effective and executed via a contract amendment.
- 3.4 INCORPORATION BY REFERENCE** All responses shall incorporate by reference the Scope/Specifications, terms and conditions, general instructions and conditions and any attachments or exhibits. The Standard Terms and Conditions applicable to this solicitation are posted on the Internet. They are available for review and download at the City's Materials Management Internet home page, [www.glendaleaz.com/purchasing](http://www.glendaleaz.com/purchasing). Offerors are advised to review all provisions of the General Instructions and Conditions for this solicitation.
- 3.5 INSURANCE** Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Contractor, his agents, representatives, employees or subcontractors.
- 3.5.1 MINIMUM SCOPE AND LIMIT OF INSURANCE**  
Coverage shall be at least as broad as:
- 3.5.1.1 Commercial General Liability (CGL):** Insurance covering CGL on an "occurrence" basis, including products-completed operations, personal & advertising injury, with limits no less than \$1,000,000 per occurrence, \$2,000,000 aggregate. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- 3.5.1.2 Automobile Liability:** Insurance covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code



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9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

**3.5.1.3 Workers' Compensation:** as required by the State of Arizona, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

If the contractor maintains higher limits than the minimums shown above, the City requires and shall be entitled to coverage for the higher limits maintained by the contractor.

**Other Insurance Provisions** The insurance policies are to contain, or be endorsed to contain, the following provisions:

**Additional Insured Status** The City, its officers, officials, employees, and volunteers are to be covered as additional insured's on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations.


**Primary Coverage** For any claims related to this contract, the Contractor's insurance coverage shall be primary insurance as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.

**Notice of Cancellation** Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the City.

**Waiver of Subrogation** Contractor hereby grants to City a waiver of any right to subrogation which any insurer of said Contractor may acquire against the City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

**Acceptability of Insurers** Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.

**Verification of Coverage** Contractor shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received by the Contract Administrator and approved by the City before work commences. DO NOT SEND CERTIFICATES TO RISK MANAGEMENT. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

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**Special Risks or Circumstances** City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

### **3.6 INDEMNIFICATION CLAUSE:**


To the extent allowed by law, Contractor shall defend, indemnify, and hold harmless the City of Glendale, and its departments, boards, commissions, officers, officials, agents, employees and volunteers (hereinafter referred to as "Indemnatee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Contractor or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of, or recovered under, the Workers' Compensation Law or arising out of the failure of such contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by Contractor from and against any and all claims. It is agreed that Contractor will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this contract, the Contractor agrees to waive all rights of subrogation against the City of Glendale, its officers, officials, agents, employees and volunteers for losses arising from the work performed by the Contractor for the City of Glendale.

### **3.7 CONFLICT OF INTEREST** Contractor shall disclose the following: 1) the name(s) and position(s) of each Contractor's employee or subcontractor that participated in the preparation of the submittal or who will be involved, directly or indirectly, with performing the contract, if awarded; 2) the name(s) of any City of Glendale employee who is a relative of persons identified pursuant to No. 1; 3) the name(s) and position(s) of Contractor's personnel that have a financial or proprietary interest in the contract; 4) the name(s) of any City of Glendale employee who is a relative of persons identified pursuant to No. 3.

Providing such disclosure will not necessarily disqualify a Contractor. Failure to disclose the requested information or any potential conflict of interest pursuant to A.R.S. § 38-501 et seq. may result in rejection of the proposal or bid or any contract being void or terminated.

For purposes of this provision, the following definitions apply:

"Employee" means all persons who are employed on a full-time, part-time or contract basis by the City of Glendale.

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“Relative” means the spouse, child, child’s child, parent, grandparent, brother or sister of the whole or half blood and their spouses and the parent, brother, sister or child of a spouse.


**3.8 ESTIMATED QUANTITIES** The Quantities listed are the City’s best estimate and do not obligate the City to order or accept more than City’s actual requirements during the period of this agreement as determined by actual needs and availability of appropriated funds. It is expressly understood and agreed that the resulting contract is to supply the City with its complete actual requirements for the contract period, except that the estimated quantity shown for each proposal item shall not be exceeded by 100% without the express written approval of the Materials Manager. Any demand or order made by any employee or officer of the City, other than the Materials Manager, for quantities in the excess of the estimated quantities shall be void if the written approval of the Materials Manager was not received prior to the Contractor's performance.

**3.9 COOPERATIVE USE OF CONTRACT** This agreement may be extended for use by other governmental agencies and political subdivisions of the State, including all members of SAVE (Strategic Alliance for Volume Expenditures). Any such usage by other entities must be in accord with the ordinances, charter, rules and regulations of the respective entity and the approval of the Contractor and City. For a list of SAVE members, click on the following link: <http://www.maricopa.gov/Materials/save.aspx>.

**3.10 PUBLIC RECORD** Contractor acknowledges that the City is a public agency and must comply with all Public Records laws. All proposals submitted in response to the Solicitation shall become the property of the City and, subsequent to award recommendation, become a matter of public record available for review pursuant to Arizona Public Records Law.

If a Contractor believes that a specific section of its Proposal response is confidential, that should be withheld from the public record, Contractor shall isolate the pages and mark each page confidential in a specific and clearly labeled section of its Proposal response. The Contractor shall include a written statement as to the basis for considering the marked pages confidential including the specific harm or prejudice if disclosed. The City Materials Management Division will review the material and make a determination as to the confidentiality of any of the information and/or material contained within the Submittal. In the event of a public records request for documents Contractor deems confidential, the City will notify Contractor of the request and if Contractor claims such documents are confidential, it shall be the Contractor’s sole responsibility, including sole cost, to take appropriate action, including legal action, to protect such documents. Price is not confidential and will not be withheld.

**3.11 PERMITS AND LICENSES** The Contractor and Subcontractors shall be responsible for determining and securing, at his/her expense, any and all licenses and

	<p style="text-align: center;"><b>City of Glendale</b>  <b>Materials Management</b>  <b>Solicitation Number: RFP 16-42</b>  <b>TECHNICAL RECRUITING &amp; STAFFING</b></p>	<p><b>CITY OF GLENDALE</b>  <b>Materials Management</b>  <b>5850 West Glendale</b>  <b>Avenue, Suite 317</b>  <b>Glendale, Arizona 85301</b></p>
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permits that are required by any statute, ordinance, rule or regulation of any regulatory body having jurisdiction in any manner connected with providing operations and maintenance of the facility. Such fees shall be included in and are part of the total proposal cost. During the term of the contract, the Contractor shall notify the City in writing, within two (2) working days, of any suspension, revocation or renewal.


**3.12 CERTIFICATION** By signature on the Offer/Bid page, solicitation Amendment(s), or cover letter accompanying the submittal documents, Contractor certifies:

The submission of the offer did not involve collusion, and without any agreement, understanding or planned common course of action with, any other vendor of materials, supplies, equipment or services described in the invitation to bid, designed to limit independent bidding or competition or other anti-competitive practices. The Contractor shall not discriminate against any employee or applicant for employment in violation of Federal or State law. The Contractor has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, meal or service to a public servant in connection with the submitted offer. The Contractor hereby certifies that the individual signing the submittal is an authorized agent for the Contractor and has the authority to bind the Contractor to the Contract.

**3.13 KEY PERSONNEL** Contractor shall assign specific individuals to the key positions in support of the Contract. Once assigned to work under the Contract, key personnel shall not be removed or replaced without the prior written approval of the City. Upon the replacement of any key personnel, Contractor shall submit the name(s) and qualifications of any new key personnel to the City Contract Administrator or Designee. With the concurrence of the Contract Administrator or Designee, the City shall amend the Contract to reflect the name(s) of any replacement key personnel. Upon any unplanned departure of key personnel, Contractor shall immediately notify the Contract Administrator or Designee.

For this purpose, a primary and secondary emergency contact name and phone number are required from the Contractor. It is critical to the City that the contractor's emergency contact information remains current. The Materials Management staff member, identified on page 1, is to be contacted by E-mail with any change to a contact name or phone number.

All products or services provided to meet an emergency phone request are to be supplied as per the contract prices, terms and conditions. The Contractor may provide the fee (pricing) for an after-hours emergency opening of the business separate from the Price Sheet. In general, the order will be placed using a City Procurement Card. The billing is to include the emergency opening fee, if applicable.

	<p style="text-align: center;"><b>City of Glendale</b>  <b>Materials Management</b>  <b>Solicitation Number: RFP 16-42</b>  <b>TECHNICAL RECRUITING &amp; STAFFING</b></p>	<p style="text-align: center;"><b>CITY OF GLENDALE</b>  <b>Materials Management</b>  <b>5850 West Glendale</b>  <b>Avenue, Suite 317</b>  <b>Glendale, Arizona 85301</b></p>
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**3.14 ADDITIONS OF PRODUCTS OR SERVICES** The City reserves the right to add additional products or services to this contract when deemed necessary by the City. If this occurs, the Contractor will be requested to submit a negotiable quotation for the additions. Upon approval and authorization by the Materials Manager such additions will be added to and become a part of the contract through properly executed forms.

**3.15 NON-DISCRIMINATION** By submitting this Offer, Contractor agrees not to discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity or expression, genetic characteristics, familial status, U.S. military veteran status or any disability. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section. Contractor, and on behalf of any subcontractors, warrants compliance with this section.

*'ORIGINAL'*



**City of Glendale**

**Solicitation # RFP 16-42**

**Technical Recruiting & Staffing Services**

***TECHNICAL & PRICE PROPOSAL***

**Due Date and Time: May 3, 2016 by 2:00 PM**

**SUBMITTED BY:**



**80 River Street, Fourth Floor,  
Hoboken, NJ 07030  
Telephone: 201-386-5400  
Fax: 201-386-0553  
<http://www.mindlance.com>**

**SUBMITTED TO:**

**City of Glendale  
Materials Management  
5850 West Glendale Avenue, Suite 317, 3<sup>rd</sup> Floor  
Glendale, Arizona 85301  
Attention: Connie Schneider, C.P.M.  
Phone: 623-930-2868  
E-mail: [CSchneider@glendaleaz.com](mailto:CSchneider@glendaleaz.com)**

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of – or in connection with – the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets of our proposal that are marked as such in the page footers.



## TITLE PAGE

<b>Subject</b>	Mindlance's Response to City of Glendale Solicitation # RFP 16-42 titled 'Technical Recruiting & Staffing Services'.
<b>Summary</b>	This document contains Mindlance's Proposal to provide Technical Recruiting & Staffing Services to the City of Glendale for duration of the contract.
<b>Solicitation Number</b>	RFP 16-42
<b>Name of Offeror</b>	Mindlance Inc.
<b>Address of Offeror</b>	80 River Street, Fourth Floor, Hoboken, NJ 07030
<b>Telephone Number</b>	201.204.9752
<b>Facsimile</b>	201.386.0553
<b>Internet Address</b>	<a href="http://www.mindlance.com">http://www.mindlance.com</a>
<b>Federal Tax ID</b>	22-3688948
<b>DUNS Number</b>	17-2418605
<b>Revenue</b>	\$125 MN in 2015
<b>Year Founded</b>	1999
<b>Organizational Representative</b>	Vikram Kalra - President & CEO 80 River Street Fourth Floor Hoboken, NJ 07030 Phone: 201.204.9752 Cell: 201.993.5155 Email: <a href="mailto:vik@mindlance.com">vik@mindlance.com</a>



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## 1. TAB I: 2.3.1 COVER SHEET

May 3, 2016

City of Glendale  
5850 West Glendale Avenue, Suite 317, 3rd Floor  
Glendale, Arizona 85301

Dear Ms. Connie Schneider,

Mindlance is pleased to submit this proposal in response to City of Glendale Request for Proposal (Solicitation # RFP 16-42) titled 'Technical Recruiting & Staffing Services' to provide Information Technology recruiting and staffing services to City of Glendale (CITY). Mindlance, Inc. – incorporated in Hoboken, New Jersey in 1999 – is a privately-held S Corporation) and a certified MBE business registered with NY/NJ National Minority Supplier Development Council (NMSDC). We are a staffing and consulting firm with core expertise in the IT, Financial Services, Communication and Healthcare Industry with extensive experience in providing diverse IT & Non-IT skills at enterprise level to its Fortune 500 and Government clients for their business critical needs. Headquartered in Hoboken, New Jersey, we are a national provider presently serving clients in over 40 states through our 12 regional offices. Mindlance has successfully deployed IT projects with a variety of Fortune 500 Clients and Government Clients. Mindlance has MSA with **World Bank, New York Power Authority (NYPA), Federal Reserve Bank of New York (FRB NY), New York University Medical College (NYUMC), Universal Service Administrative Company (USAC), State of Maryland Department of Information Technology (MDoIT), State of Oklahoma, State of North Carolina, State of Minnesota**, Citizens Property Insurance Corporation, FL, Pennsylvania State System of Higher Education (PASSHE), University of Massachusetts (UMass), Baltimore County Public Schools (BCPS), **Pima County, AZ**, City of Minneapolis, MN, Sound Transit, WA and Miami University, OH for providing IT staffing services. We presently have office in Phoenix, AZ that services our clients such as Pima County, AZ, Intel, Qualcomm, Apple, Amex, J&J, Becton Dickinson and CSC (to name a few) in State of AZ. In addition we support our clients in the Western US region from this location. **Since May, 2012 we have been providing IT Staffing services to Pima County, AZ for different projects on diverse technological platforms.**

Mindlance is presently serving 90+ clients across the country (which generates over \$125 million in revenues for Mindlance) through its twelve office locations. Mindlance has more than 2,000 billable consultants in the U.S across the verticals including IT. We consistently place over 3,600 new consultants annually (approx. 300 new consultants each month) across clients. We are consistently ranked as one of the fastest growing companies and have won several awards including recognitions from Staffing Industry Analyst, Deloitte Technology, Inc., and Diversity Business. We have achieved this success by focus on the MSP/VMS model where the key drivers for success are (1) Coverage (2) Timeliness (3) Quality (4) Pricing, (5) Compliance and (6) Service.

**Mindlance has been consistently recognized as one of the top performing vendors by several MSPs. In 2015 itself, we have been recognized with Supplier Excellence Awards by 4 of the top 8 MSP providers:**

- a. **TAPFIN**
  - a. 2015 Supplier Excellence Award (1 of 3 companies to win this award);
  - b. Tapfin Elite Partner 2015;
  - c. Tapfin "Partner of the Year 2015"
- b. **KellyOCG**
  - a. 2015 Supplier Excellence Award (4 straight years)
- c. **Agile-1**
  - a. 2015 Platinum Award for Staffing companies between \$100 and \$200 million in revenues
  - b. 2014 Diversity Supplier of the Year
- d. **Geometric Results (GRI)**
  - a. Platinum Preferred Partner (P3) Award Recognition

From an individual program VMS perspective, below are some of the client recognitions/ rankings for Mindlance:

- Qualcomm: # 1 IT and Engineering staffing vendor
- Apple: # 1 staffing vendor for IT and Professional
- Intel: # 1 staffing vendor nationally across skills
- Cigna: # 3 Staffing Vendor
- Humana: Top 3 Staffing Vendor
- Express Script: #2 Staffing Vendor
- Covidien: # 1 vendor)
- Astra Zeneca (Rookie of the Year; # 3 overall)
- Johnson & Johnson (For 3 straight years, consistently a top 3 vendor out of 100 plus vendors)



- Yahoo: # 1 staffing vendor
- T-Mobile: # 2 staffing vendor
- Travelers: # 1 staffing vendor
- Harley Davidson: Top 3 staffing vendor
- Citi: # 4 staffing vendor nationally
- Ally Bank: # 1 staffing vendor nationally

Mindlance, cited by various business publications as:

- a) Ranked as one of the Largest US Staffing firms- Revenues of over 100 million (2015) by SIA
- b) Mindlance was ranked 9<sup>th</sup> "Fastest Growing IT Staffing Firm in year 2014" by the *Staffing Industry Analysts (SIA - 2014)* for the year 2014.
- c) Ranked as the 20th Largest US diversity staffing (2015) by SIA
- d) Ranked as one of the fastest growing staffing firms for 5 consecutive years (2011 to 2015) by SIA
- e) Mindlance was ranked 8<sup>th</sup> "50 Fastest Growing Companies in NJ in year 2014" by *NJBIZ*.
- f) Mindlance was ranked 24<sup>th</sup> "Fastest Growing Company in year 2014" by *Staffing Industry Analyst* (fourth consecutive year).
- g) Several times winner of Fast Growing Private Companies by *Inc 500/ 5000*;
- h) Mindlance named in Top 500 Diversity Owned Businesses in the US.
- i) Mindlance awarded *Deloitte Technology Fast 50 NJ Award* for the three consecutive years.

Through this Proposal, Mindlance illustrates its technical & financial capability to provide support to the City of Glendale, and presents information regarding company profile, our proposed project team, our past and current experience and qualifications, method of approach, knowledge of Phoenix market, financial stability, our references, pricing and other required attachments.

Following are the Key features of Mindlance's capability to support City of Glendale include:

- Mindlance has a proven track record of excellent performance with Government and Commercial customers in providing qualified candidates since 1999 on various projects.
- We service clients coast-to-coast in the United States through 12 regional centers. Our core focus is servicing the staffing needs of MSP/VMS clients across skills on a national basis. Today we support more than 90+ clients.
- Mindlance guarantees retention of the majority of our staff and their technical and institutional knowledge which is critical for contract success. We are confident in our ability to attract and retain IT staff upon contract award.
- In-depth experience in staffing and supporting IT staffing contracts.
- Proven experience in providing services under IDIQ type contracts.
- Low Risk services due to our experience, processes and financial strength

Mindlance has thoroughly reviewed this Request for Proposal and we entirely agree with all the provisions, terms & conditions and specifications included in the Solicitation and we have no deviations or exceptions from any requirement and terms & conditions sections of this Solicitation, or any other attachments.

Mindlance has the required technical capability, significant government past experience, effective knowledge of State and Local Government business processes and systems and is fully equipped and committed to provide temporary IT Recruiting & Staffing services to the City of Glendale.

Our proposal is valid for a period of one-hundred and twenty (120) calendar days after the date specified for receipt of proposals.

I am fully authorized to discuss and negotiate any and all aspects of the contract and also authorized to sign contractual agreements on behalf of Mindlance with the City of Glendale.


Please contact me if you need any more information/clarification from Mindlance and we look forward to building a long term relationship with the City of Glendale built on mutual trust, integrity and quality.

Sincerely,

Vikram Kalra  
President & CEO  
Mindlance Inc.  
Phone: 201.204.9752 Cell: 201.993.5155  
Email: [vik@mindlance.com](mailto:vik@mindlance.com)



## **2. TAB II: 2.3.2 OFFER SHEET (SECTION 4.0)**

	<p align="center"><b>City of Glendale</b>  <b>Materials Management</b>  <b>Solicitation Number: RFP 16-42</b>  <b>TECHNICAL RECRUITING &amp; STAFFING</b></p>	<p align="center"><b>CITY OF GLENDALE</b>  <b>Materials Management</b>  <b>5850 West Glendale</b>  <b>Avenue, Suite 317</b>  <b>Glendale, Arizona 85301</b></p>
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**4.0 OFFER SHEET**

**4.1 OFFER** Offeror certifies that they have read, understand, and will fully and faithfully comply with this solicitation, its attachments and any referenced documents. Offeror also certifies that the prices offered were independently developed without consultation with any of the other Offerors or potential Offerors.

\_\_\_\_\_  
 Authorized Signature

**Vikram Kalra**

\_\_\_\_\_  
 Printed Name Address

**President & CEO**

\_\_\_\_\_  
 Title

**Phone: 201.204.9752 Cell: 201.993.5155**

\_\_\_\_\_  
 Telephone Number

\_\_\_\_\_  
 Authorized Signature Email Address

**vik@mindlance.com**

**Mindlance Inc.**

\_\_\_\_\_  
 Company's Legal Name

**80 River Street, Fourth Floor,**

**Hoboken, NJ 07030**

\_\_\_\_\_  
 City, State & Zip Code

**201.386.0553**

\_\_\_\_\_  
 FAX Number

**May 3, 2016**

\_\_\_\_\_  
 Date

**For questions regarding this offer: (If different from above)**

\_\_\_\_\_  
 Contact Name

\_\_\_\_\_  
 Phone Number

\_\_\_\_\_  
 Fax Number

\_\_\_\_\_  
 Email Address

FEDERAL TAXPAYER ID NUMBER:

**22-3688948**


Arizona Sales Tax No. \_\_\_\_\_

Tax Rate \_\_\_\_\_

Offeror certifies it is a: Proprietorship \_\_\_\_ Partnership \_\_\_\_ Corporation **X**

Minority or woman owned business: Yes **X** No \_\_\_\_

### 3. TAB III: 2.3.3 PRICE SHEET (SECTION 5.0)

 <b>City of Glendale</b> <b>Materials Management</b> <b>Solicitation Number: RFP 16-42</b> <b>TECHNICAL RECRUITING &amp; STAFFING</b>	<b>CITY OF GLENDALE</b> <b>Materials Management</b> <b>5850 West Glendale</b> <b>Avenue, Suite 317</b> <b>Glendale, Arizona 85301</b>
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**5.0 PRICE SHEET – Complete Sections 5.1 through 5.4. If additional lines are needed in sections 5.1 and 5.2, use the exact layout as provided.**


**5.1 DIRECT HIRE:** Contractor shall submit a price sheet that contains the Technical Job Title, the approximate annual salary based on Phoenix market, Percentage Charged to City, and the Current Candidate Pool Available as of the submission date of proposal. **The price sheet may submitted in Excel (.xls or .xlsx) or Word (.doc or .docx) format. IF NOT BIDDING ON ANY ONE OF THE POSITIONS LISTED ENTER “NO BID” IN THE “Current Candidate Pool Available” COLUMN.**

\*This is the percentage charged to the City and is based on the Candidates first year salary.

Technical Job Title	Approximate Phoenix Market Annual Salary	Rate (*Percentage Charged to City)	Current Candidate Pool Available
<b>Systems Analyst – I</b> (1-3 Years' Experience)	<b>\$40,000.00</b>	<b>18%</b>	<b>15</b>
<b>Systems Analyst – II</b> (4-8 Years' Experience)	<b>\$80,000.00</b>	<b>18%</b>	<b>9</b>
<b>Systems Analyst – III</b> (8+ Years' Experience)	<b>\$90,000.00</b>	<b>18%</b>	<b>8</b>
<b>Systems Administrator – I</b> (1-3 Years' Experience)	<b>\$60,000.00</b>	<b>18%</b>	<b>19</b>
<b>Systems Administrator – II</b> (4-8 Years' Experience)	<b>\$85,000.00</b>	<b>18%</b>	<b>24</b>
<b>Systems Administrator – III</b> (8+ Years' Experience)	<b>\$97,000.00</b>	<b>18%</b>	<b>13</b>
<b>Network Engineer – I</b> (1-3 Years' Experience)	<b>\$62,000.00</b>	<b>18%</b>	<b>19</b>
<b>Network Engineer – II</b> (4-8 Years' Experience)	<b>\$85,000.00</b>	<b>18%</b>	<b>21</b>
<b>Network Engineer – III</b> (8+ Years' Experience)	<b>\$100,000.00</b>	<b>18%</b>	<b>10</b>
<b>Database Administrator – I</b> (1-3 Years' Experience)	<b>\$65,000.00</b>	<b>18%</b>	<b>24</b>



<b>Technical Job Title</b>	<b>Approximate Phoenix Market Annual Salary</b>	<b>Rate (* Percentage Charged to City)</b>	<b>Current Candidate Pool Available</b>
<b>Database Administrator – II</b> (4-8 Years' Experience)	<b>\$95,000.00</b>	<b>18%</b>	<b>27</b>
<b>Database Administrator – III</b> (8+ Years' Experience)	<b>\$115,000.00</b>	<b>18%</b>	<b>18</b>
<b>Network Engineer (SCADA Experienced) – I</b> (1-3 Years' Experience)	<b>\$64,000.00</b>	<b>18%</b>	<b>7</b>
<b>Network Engineer (SCADA Experienced) – II</b> (4-8 Years' Experience)	<b>\$90,000.00</b>	<b>18%</b>	<b>5</b>
<b>Network Engineer (SCADA Experienced) – III</b> (8+ Years' Experience)	<b>\$115,000.00</b>	<b>18%</b>	<b>4</b>
<b>Control System Engineer – I</b> (1-3 Years' Experience)	<b>\$70,000.00</b>	<b>18%</b>	<b>6</b>
<b>Control System Engineer – II</b> (4-8 Years' Experience)	<b>\$95,000.00</b>	<b>18%</b>	<b>5</b>
<b>Control System Engineer – III</b> (8+ Years' Experience)	<b>\$120,000.00</b>	<b>18%</b>	<b>3</b>

 <b>GLEND<del>A</del>LE</b>	<b>City of Glendale</b> <b>Materials Management</b> <b>Solicitation Number: RFP 16-42</b> <b>TECHNICAL RECRUITING &amp; STAFFING</b>	<b>CITY OF GLENDALE</b> <b>Materials Management</b> <b>5850 West Glendale</b> <b>Avenue, Suite 317</b> <b>Glendale, Arizona 85301</b>
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**5.2 TEMPORARY TECHNICAL STAFF:** Contractor shall submit a price sheet that contains the Technical Job Title, Technical Job Description, typical time frame / number of business days when a candidate can be made available, the hourly rate provided to candidate, Contractor mark-up charged to the City per hour, and total hourly rate charged to the City. **The price sheet may submitted in Excel (.xls or .xlsx) or Word (.doc or .docx) format. IF NOT BIDDING ON ANY ONE OF THE POSITIONS LISTED ENTER "NO BID" IN THE "Total Hourly Rate Charged to the City" COLUMN.**

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
<b>Systems Analyst – I</b> (1-3 Years' Experience)	Ability to multitask and work under pressure. Experience following oral and written directions as they relate to the functions of the job. Strong problem solving and troubleshooting skills. Deep working knowledge of Microsoft Office products, including Word, Excel, and PowerPoint. Must possess excellent communication skills. Experience managing an Active Directory server preferred	15 days	\$25.00	37%	\$34.00
<b>Systems Analyst – II</b> (4-8 Years' Experience)	Analyze user interfaces, maintain hardware and software performance tuning, analyze workload and computer usage, maintain interfaces with outside systems, analyze downtimes, and analyze proposed system modifications, upgrades and new COTS. Analyze the problem and the information to be processed. Define the problem, and develops system requirements and program specifications, from which programmers prepare detailed flow charts, programs, and tests. Coordinate closely with programmers to ensure proper implementation of program and system specifications. Develop, in conjunction with functional users, system alternative solutions.	15 days	\$45.00	37%	\$62.00
<b>Systems Analyst – III</b> (8+ Years' Experience)	Serve as a liaison between business areas and the IT organization and vendors in coordination with project managers to provide technical solutions that address user needs. Develop costs estimates for the planning of new systems/enhancements for assigned systems. Develop, write, and communicate systems design, functional	15 days	\$60.00	37%	\$82.00





**EXHIBIT A**  
**Technical & Price Proposal**  
 Solicitation for Technical Recruiting & Staffing Services  
 City of Glendale  
 May 3, 2016

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	system specifications and functional architecture analysis. Ensure completeness of technical requirements and functional architecture analysis for the design and implementation of system business solutions. Identify gaps or issues. Provide technical guidance on the business impact and opportunities, as needed.				
<b>Systems Administrator – I</b> (1-3 Years' Experience)	Installs new software releases and system upgrades, evaluates and installs patches, and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision.	15 days	\$35.00	37%	\$48.00
<b>Systems Administrator – II</b> (4-8 Years' Experience)	Maintain and improve our fully virtualized production environment. Day-to-day operational support of data center production environment as well as internal company IT offerings, such as remote access, proxies and software hosted by the operations team Participate in projects to design and implement new technology solutions, meet specific business needs, solve problems. Provision and maintain servers, network equipment, storage devices, and other related infrastructure components. Contribute to and maintain documentation for systems, processes, procedures and infrastructure configuration.	15 days	\$50.00	37%	\$69.00
<b>Systems Administrator – III</b> (8+ Years' Experience)	Installs and supports server and desktop technologies for centralized division and/or facility equipment including operating system maintenance, application maintenance, image archive, disaster recovery. Designs, configures and maintains division based VM Ware environment for division and facilities. Design, configure and administer Works with engineering team to ensure proper design, implementation and support. Provides On-call support (24x7) to assist with troubleshooting, escalation, or recovery of failing equipment.	15 days	\$65.00	37%	\$89.00
<b>Network Engineer – I</b> (1-3 Years' Experience)	Network design, system integration and configuration, and installation of various enterprise applications. Provide ongoing network and system support for simulation	15 days	\$35.00	37%	\$48.00



**EXHIBIT A**  
**Technical & Price Proposal**  
 Solicitation for Technical Recruiting & Staffing Services  
 City of Glendale  
 May 3, 2016

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	testing and integration of vendor software and equipment. Duties will include performing network scans to detect security vulnerabilities. Designs and deploys company LANs, WANs, and wireless networks, including Routers, Switches, Firewalls, load balancers, and other hardware.				
<b>Network Engineer – II</b> (4-8 Years' Experience)	Under minimal supervision, performs duties related to the evaluation, selection, installation and support of network communications, including LAN/WAN and security systems. Performs, system backups and recovery and oversees new and existing equipment, hardware, and software upgrades. Monitors network performance and troubleshoots problems. Tracks significant problems, monitors performance and performs upgrades to hardware and software as required.	15 days	\$50.00	37%	\$69.00
<b>Network Engineer – III</b> (8+ Years' Experience)	Provides evaluation, engineering/design and implementation services for new products, technologies and solutions to address corporate business requirements. Provides escalation support to Tier 1 and 2 engineers. Demonstrates creativity and takes initiative in problem solving. Resolves or facilitates resolution of complex problems for assigned program. Has a thorough and comprehensive mastery of supported platforms/products and environments. Focuses the majority of time on complex engineering, architectural and implementation tasks.	15 days	\$70.00	37%	\$96.00
<b>Database Administrator – I</b> (1-3 Years' Experience)	The Database Administrators role is to provide expertise and execution in the creation, management, and quality of SQL Server databases, schemas, and queries. The database administrator must provide specific technical depth of database platform and infrastructure knowledge and skills that cover a broad range of disciplines including systems design, storage design, data modeling, data warehousing design, and other data delivery technologies. The candidate will work closely with the Manager of System Engineering, senior DBAs, Customer Engagement, Architecture and Planning, and Product Development team leaders	15 days	\$45.00	37%	\$62.00
<b>Database Administrator – II</b> (4-8 Years' Experience)	Administer, test, and implement computer databases, applying knowledge of database management systems. Coordinate	15 days	\$65.00	37%	\$89.00



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	changes to computer databases. Provide a performing and secure environment to handle the vital data of the company, by installing, administering and creating backup for the databases. Responsible for database (DB) planning, design and implementation. Analyze and initiate configurations and other changes within the system per user business needs. Balance business requirements with technical feasibility and set expectations on new projects. Ensure Database security by maintaining the current environment and keeping it updated. Carry out storage and capacity planning. Provide DB services by responding to incoming issues and requests via tracking systems (Service-Now) and proactively monitoring system for problems. Monitor Performance and Tuning.				
<b>Database Administrator – III</b> (8+ Years' Experience)	Monitor and optimize system performance using index tuning, disk optimization, and other methods. Install, configure, troubleshoot, and maintain a database system. Implement, configure, and troubleshoot database instances, replication, backup, partitions, storage, and access. Set user privileges within the database environment. Administer DB installation, configuration, upgrade, and migration. Ensure Backup and recovery. Ensure Database security by maintaining the current environment and keeping it updated. Carry out storage and capacity planning. Provide DB services by responding to incoming issues and requests via tracking systems (Service-Now) and proactively monitoring system for problems. Monitor Performance and Tuning.	15 days	\$78.00	37%	\$107.00
<b>Network Engineer (SCADA Experienced) – I</b> (1-3 Years' Experience)	Network design, system integration and configuration, and installation of various enterprise applications. Provide ongoing network and system support for simulation testing and integration of vendor software and equipment. Duties will include performing network scans to detect security vulnerabilities. Designs and deploys company LANs, WANs, and wireless networks, including Routers, Switches, Firewalls, load balancers, and other hardware.	15 days	\$40.00	37%	\$55.00



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
<b>Network Engineer (SCADA Experienced) – II</b> (4-8 Years' Experience)	Under minimal supervision, performs duties related to the evaluation, selection, installation and support of network communications, including LAN/WAN and security systems. Performs, system backups and recovery and oversees new and existing equipment, hardware, and software upgrades. Monitors network performance and troubleshoots problems. Tracks significant problems, monitors performance and performs upgrades to hardware and software as required.	<b>15 days</b>	<b>\$65.00</b>	<b>37%</b>	<b>\$89.00</b>
<b>Network Engineer (SCADA Experienced) – III</b> (8+ Years' Experience)	Provides evaluation, engineering/design and implementation services for new products, technologies and solutions to address corporate business requirements. Provides escalation support to Tier 1 and 2 engineers. Demonstrates creativity and takes initiative in problem solving. Resolves or facilitates resolution of complex problems for assigned program. Has a thorough and comprehensive mastery of supported platforms/products and environments. Focuses the majority of time on complex engineering, architectural and implementation tasks.	<b>15 days</b>	<b>\$75.00</b>	<b>37%</b>	<b>\$103.00</b>
<b>Control System Engineer – I</b> (1-3 Years' Experience)	Participate in the development and implementation of control systems for a broad range of experimental equipment. Standard hardware platforms and protocols include VME, Allen Bradley PLC, ModBus, Serial, and Ethernet. Develop and deploy EPICS (Experimental Physics and Industrial Control System) software in support of user operations at DCS. Conduct maintenance and upgrades for: beamline and equipment controls, custom instrumentation, data acquisition hardware and software, data storage and back-ups, and network hardware and software. Manage maintenance of Windows servers and Linux workstations, deployment of computers for laboratory usage, and data backup procedures and systems.	<b>15 days</b>	<b>\$50.00</b>	<b>37%</b>	<b>\$69.00</b>
<b>Control System Engineer – II</b> (4-8 Years' Experience)	The Control Systems Engineer will perform hands-on integration and test of control systems hardware and software. This position requires experience with Servo Control design, Matlab Simulink and State flow development tools. Creates, plans, and performs engineering design, development, analysis, experimentation,	<b>15 days</b>	<b>\$65.00</b>	<b>37%</b>	<b>\$89.00</b>



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	test, and/or product assurance tasks of moderate complexity for assigned portions of a project. Ensures tasks meet cost, quality, schedule, and performance requirements. Applies engineering design and/or analytical theory, principles, techniques and practices to a portion of a technical project.				
Control System Engineer – III (8+ Years' Experience)	The Control Systems Engineer will be part of a team of top software developers/engineers to create a smart ecosystem of integrated research equipment that accelerates product development & creates new business opportunities. Responsibilities include code development, testing specific functionality of the product, analyzing test results, verifying fixes, providing feedback in the product design and specification process, implementation, support, and enhancement of automated system software programs used in agricultural research. This position will participate in generating engineering requirements and design reviews. This is a unique and exciting opportunity for a dynamic individual who loves to work in a creative, ground-breaking engineering-minded environment.	15 days	\$80.00	37%	\$110.00

5.3 **PAYMENT** The Contractor shall provide monthly statements of itemized services. Payment will be reviewed and approved by the Contract Administrator or designee.


5.4 **TAX AMOUNT** Do not include any use tax or federal tax in your proposal. The City is exempt from the payment of federal excise tax and will add use tax as applicable.

**OFFEROR NAME: Mindlance Inc.**



#### **4. TAB IV: 2.3.4 ADDENDUM**

**Return all addenda (if applicable).**

	<b>SOLICITATION ADDENDUM</b>			<b>CITY OF GLENDALE</b> Materials Management 5850 W. Glendale Avenue Suite 317 Glendale, AZ 85301 Phone: (623) 930-28XX
	Solicitation Number: RFP 16-42	Addendum #1	Page 1 of 2	
Solicitation Due Date: May 3, 2016		2:00 p.m. (Local Time)		

### RFP 16-42 Technical Recruiting & Staffing

As a result of the pre-offer conference conducted on April 21, 2016, the following revisions and clarifications have been made to Request for Proposals No. 16-42:

#### **ADD:**


#### **1. In Section 1.2.2.1.1 Identifying Candidates:**

j) The City will not sponsor H-1B Visa's.

#### **CLARIFICATION:**

- 1. Section 5.2 TEMPORARY TECHNICAL STAFF:** Offerors may separate the Technical Job Description by years of experience for each position. The hourly rates and job description shall correlate to the position based on experience levels. **EXAMPLE ONLY:**

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
<b>Systems Analyst</b> <b>1 – 3 years</b>	Uses computers and related systems to design new IT solutions, modify, enhance or adapt existing systems and integrate new features or improvements, all with the aim of improving business efficiency and productivity.				
<b>Systems Analyst</b> <b>4 – 7 years</b>	Uses computers and related systems to design new IT solutions, modify, enhance or adapt existing systems and integrate new features or improvements, all with the aim of improving business efficiency and productivity. Conducts cost analysis and agree the timeframe to implement the proposed solution. They specify and shape the system requirements and operations, the user interface and output and present the proposal to the client.				

 GLENDALE	<b>SOLICITATION ADDENDUM</b>		<b>CITY OF GLENDALE</b> Materials Management 5850 W. Glendale Avenue Suite 317 Glendale, AZ 85301 Phone: (623) 930-28XX
	Solicitation Number: RFP 16-42	Addendum #1	Page 2 of 2
	Solicitation Due Date: May 3, 2016	2:00 p.m. (Local Time)	

**CORRECTION:**

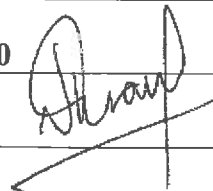
In Section 2.3 PREPARATION OF OFFER PACKAGE, the following invalid references are corrected:

2.3.2 OFFER SHEET, Section ~~5.0~~ 4.0

2.3.3 PRICE SHEET, Section ~~6~~ 5.0

Name of Company: Mindlance Inc.

Address: 80 River Street, Fourth Floor, Hoboken, NJ 07030

Authorized Signature: 

Print Name and Title: Vikram Kalra - President & CEO



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## 5. TAB V: 2.3.5 SUBMISSION REQUIREMENTS (SECTION 2.4)

### 2.4.1 EXPERIENCE AND QUALIFICATIONS

#### *2.4.1.1 Offeror's proposal should include:*

- Company profile that details company history;
- Organization chart;
- Business locations; and
- Number of years in business.

#### **Mindlance Company Profile and Company History:**

Mindlance, Inc. – incorporated in Hoboken, New Jersey in 1999 – is a privately-held S Corporation and a certified MBE business registered with NY/NJ National Minority Supplier Development Council (NMSDC). We are a staffing and consulting firm with core expertise in the IT, Financial Services, Communication and Healthcare Industry with extensive experience in providing diverse IT & Non-IT skills at enterprise level to its Fortune 500 and Government clients for their business critical needs. Headquartered in Hoboken, New Jersey, we are a national provider presently serving clients in over 40 states through our 12 regional offices. Mindlance has successfully deployed IT projects with a variety of Fortune 500 Clients and Government Clients. Mindlance has MSA with **World Bank, New York Power Authority (NYPA), Federal Reserve Bank of New York (FRB NY), New York University Medical College (NYUMC), Universal Service Administrative Company (USAC), State of Maryland Department of Information Technology (MDoIT), State of Oklahoma, State of North Carolina, State of Minnesota**, Citizens Property Insurance Corporation, FL, Pennsylvania State System of Higher Education (PASSHE), University of Massachusetts (UMass), Baltimore County Public Schools (BCPS), **Pima County, AZ**, City of Minneapolis, MN, Sound Transit, WA and Miami University, OH for providing IT staffing services. We presently have office in Phoenix, AZ that services our clients such as Pima County, AZ, Intel, Qualcomm, Apple, Amex, J&J, Becton Dickinson and CSC (to name a few) in State of AZ. In addition we support our clients in the Western US region from this location. **Since May, 2012 we have been providing IT Staffing services to Pima County, AZ for different projects on diverse technological platforms.**

Mindlance is presently serving 90+ clients across the country (which generates over \$125 million in revenues for Mindlance) through its twelve office locations. Mindlance has more than 2,000 billable consultants in the U.S across the verticals including IT. We consistently place over 3,600 new consultants annually (approx. 300 new consultants each month) across clients. We are consistently ranked as one of the fastest growing companies and have won several awards including recognitions from Staffing Industry Analyst, Deloitte Technology, Inc., and Diversity Business. We have achieved this success by focus on the MSP/VMS model where the key drivers for success are (1) Coverage (2) Timeliness (3) Quality (4) Pricing, (5) Compliance and (6) Service.

Mindlance has been providing IT staffing solutions to Technology industry for 16+ years, and this accounts for more than 35% of Mindlance's revenues. We are a top 3 staffing vendor to Technology clients such as Qualcomm, Apple, Intel. We are a top 3 IT staffing vendor to 25+ fortune 500 clients.

Mindlance has grown organically over the last 16 years and achieved revenues of \$125MN in 2015. We have not taken on any debt and currently use less than 0% of our \$5M line of credit. Mindlance is not under any criminal indictment and has never been suspended or debarred from award of commercial, state or federal contracts.

Mindlance has been consistently recognized as one of the top performing vendors by several MSPs. In 2015 itself, we have been recognized with Supplier Excellence Awards by 4 of the top 8 MSP providers:

- a. **TAPFIN**
  - a. 2015 Supplier Excellence Award (1 of 3 companies to win this award);
  - b. Tapfin Elite Partner 2015;
  - c. Tapfin "Partner of the Year 2015"
- b. **KellyOCG**
  - a. 2015 Supplier Excellence Award (4 straight years)
- c. **Agile-1**
  - a. 2015 Platinum Award for Staffing companies between \$100 and \$200 million in revenues
  - b. 2014 Diversity Supplier of the Year
- d. **Geometric Results (GRI)**
  - a. Platinum Preferred Partner (P3) Award Recognition

From an individual program VMS perspective, below are some of the client recognitions/ rankings for Mindlance:

- World Bank: Top 3 IT Staffing Vendor
- Qualcomm: # 1 IT and Engineering staffing vendor
- Apple: # 1 staffing vendor for IT and Professional
- Intel: # 1 staffing vendor nationally across skills
- Cigna: # 3 Staffing Vendor
- Humana: Top 3 Staffing Vendor
- Express Script: #2 Staffing Vendor
- Covidien: # 1 vendor)
- Astra Zeneca (Rookie of the Year; # 3 overall)
- Johnson & Johnson (For 3 straight years, consistently a top 3 vendor out of 100 plus vendors)
- Yahoo: # 1 staffing vendor
- T-Mobile: # 2 staffing vendor
- Travelers: # 1 staffing vendor
- Harley Davidson: Top 3 staffing vendor
- Citi: # 4 staffing vendor nationally
- Ally Bank: # 1 staffing vendor nationally

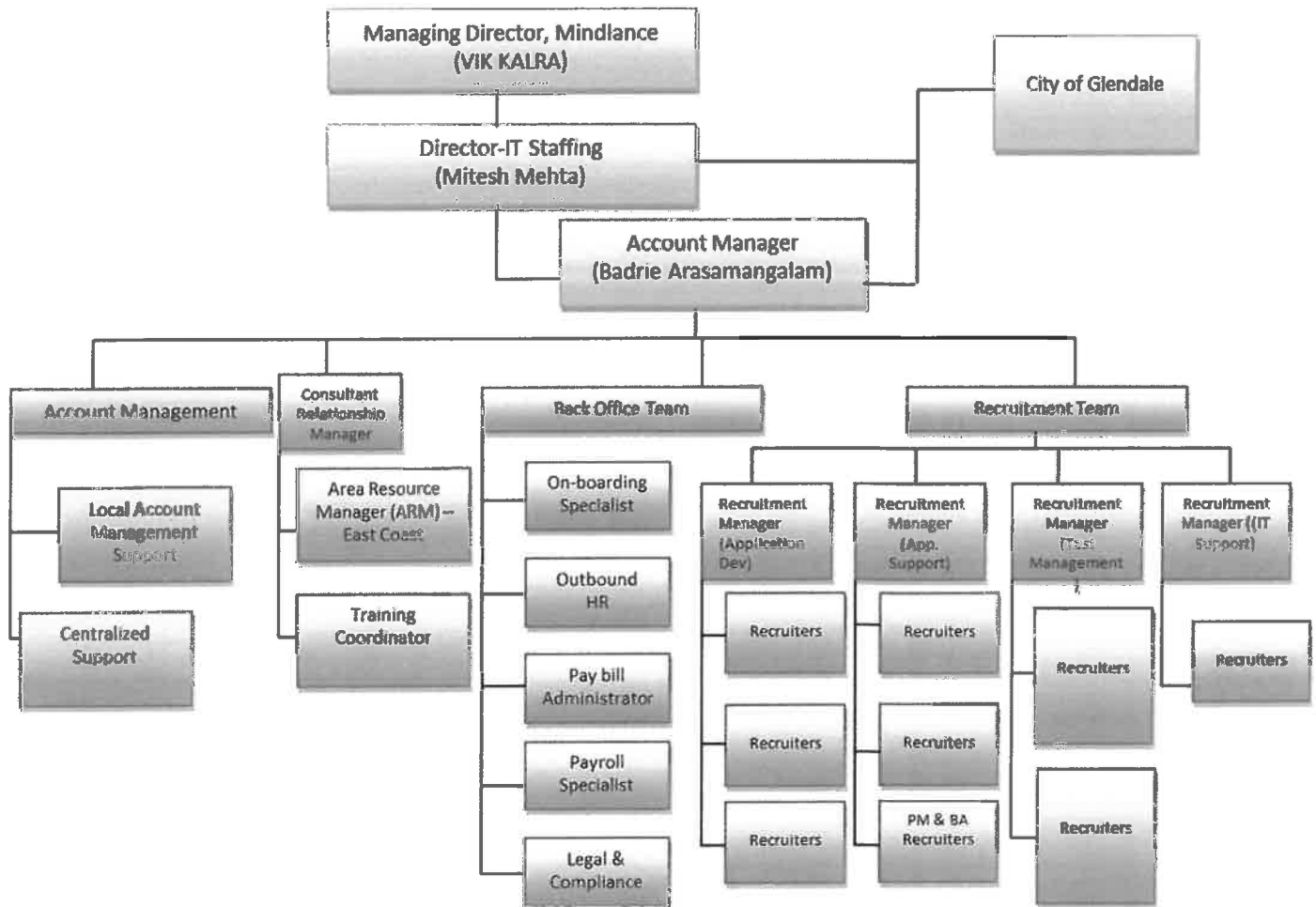
Mindlance, cited by various business publications as:

- a) Ranked as one of the Largest US Staffing firms- Revenues of over 100 million (2015) by SIA
- b) Mindlance was ranked **9<sup>th</sup> "Fastest Growing IT Staffing Firm in year 2014"** by *the Staffing Industry Analysts (SIA -2014)* for the year 2014.
- c) Ranked as the 20th Largest US diversity staffing (2015) by SIA
- d) Ranked as one of the fastest growing staffing firms for 5 consecutive years (2011 to 2015) by SIA
- e) Mindlance was ranked **8th "50 Fastest Growing Companies in NJ in year 2014"** by *NJBIZ*.
- f) Mindlance was ranked **24th "Fastest Growing Company in year 2014"** by *Staffing Industry Analyst* (fourth consecutive year).
- g) Several times winner of Fast Growing Private Companies by *Inc 500/ 5000*;
- h) Mindlance named in Top 500 Diversity Owned Businesses in the US.
- i) Mindlance awarded *Deloitte Technology Fast 50 NJ Award* for the three consecutive years.

**DIVERSITY RECOGNITIONS:**

- Ranked as the 20th Largest US diversity staffing (2015)
- Agile\*1 Diversity Supplier of the Year (2014)
- Regional Diversity Supplier of the Year Finalist, Class 4 - NY/NJ National Minority Supplier Development Council (2012).

**Organization Chart:**



**Figure 1: Mindlance Organization Chart**



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**Business Locations:**

**Mindlance Office Locations:**

- a) **Headquarter:** Hoboken, NJ
- b) **Domestic:** (1) Phoenix, AZ, (2) King Of Prussia, PA, (3) Charlotte, NC (4) Tampa, FL, (5) Overland Park, KS, (6) San Diego, CA, (7) San Jose, CA, (8) Dallas, TX, (10) Houston, TX, (11) Austin, TX,
- c) **Domestic Office Locations to be operational in 2016:** (1) Denver CO, 2) Minneapolis MN, 3) Naperville IL

**Number of Years in Business:**

Mindlance, Inc. – incorporated in Hoboken, New Jersey in 1999 – is a privately-held S Corporation and a certified MBE business registered with NY/NJ National Minority Supplier Development Council (NMSDC).

Mindlance has been providing IT staffing solutions to Technology industry for 16+ years, and this accounts for more than 35% of Mindlance's revenues. We are a top 3 staffing vendor to Technology clients such as World Bank, New York Power Authority, Qualcomm, Apple, Intel etc. We are a top 3 IT staffing vendor to 25+ fortune 500 clients. Mindlance has more than 2,000 billable consultants in the U.S across the verticals including IT. We consistently place over 3,600 new consultants annually (approx. 300 new consultants each month) across clients.

Mindlance has grown organically over the last 16 years and achieved revenues of \$125MN in 2015.

Mindlance retains the vital Government business and technical institutional knowledge which we have amassed, during its 16-year history of excellent performance in support of government and commercial client's goals. Mindlance's own experience with providing wide variety of IT consultants in different labor categories on diverse technological platforms to both Commercial and Government agencies makes it a highly capable prime contractor for City of Glendale Technical Recruiting & Staffing contract.

*2.4.1.2 Offeror shall provide names and years' of experience of key personnel;*

**Mindlance Proposed Project Team for City of Glendale**

**List of Key Personnel:**

Following management staff would supervise the personnel and quality of services rendered on City of Glendale Technical Recruiting & Staffing contract. Resumes of our Key Personnel are provided in the below section.

Name	Designation	Role
Vikram Kalra	President & CEO	Account Director
Mitesh Mehta	Director – IT Staffing	Contract Management
Badrie Arasamangalam	Account Manager	Account Management

**Biographies of Key Personnel:**

**Vikram Kalra – ACCOUNT DIRECTOR** - He is responsible for overall strategic direction and service delivery across contingent labor programs. Under his leadership, Mindlance has grown from a two people local staffing firm founded in Hoboken NJ, to a \$125+ million national and international staffing firm. Prior to starting Mindlance, Vikram was a manager with the Financial Services Management Consulting Practice for Ernst & Young, out of New York. There, he worked on technology implementation and process improvement engagement for clients like JP Morgan, American Express and UBS. He holds an MBA in Finance & Strategy from University of Maryland.

**Mitesh Mehta - CONTRACT MANAGER** - A management professional with 12 years of international experience in large & complex program management, service delivery, setting up operations & growing practices encompassing ITeS & IT services. He has overall P&L responsibility which includes strategy, competency building, client management, service delivery management and performance measurement. Accomplished operations & contract management professional with over 12 years of operations & contract management experience in the IT & ITeS industry. He brings in clear leadership in Client/Account Management, Off-shore set-up and Operations Management, Delivery Management, Sales Support and Alliance Management, with focus on relationship building, effective teamwork and customer focus as the key to personal and organizational success. An analytical, result driven and adaptable problem solver with successful track record of leading in multicultural environment with proven expertise in strategizing, conceptualizing, planning and effective execution. Prior to joining Mindlance, Mitesh has over 12 years diversified staff augmentation experience working in various leadership roles for national staffing firms such as Collabera. He holds Master of Science in Electrical Engineering from University of Alabama in Huntsville, Huntsville, Alabama.

**Badrie Arasamangalam - ACCOUNT MANAGER** – With over 13 years of IT staffing experience, Badrie has a very successful track record Mindlance supporting Technology-focused accounts within the State and Local Government space. He has **over 13 years** of strong experience providing and managing IT Staffing services contracts with Federal, State and Local Government customers such as USAC, New York Power Authority, State of Maryland, State of North Carolina, State of Minnesota, Pima County, AZ etc. In addition, he has proven technical account management experience servicing clients like Apple and Ebay. His strengths include tight control over SLA management. Prior to Mindlance, he was a senior technical recruiter with Eastridge. He holds a MBA in Finance from University of Lincolnshire and Humberside.

**Please refer below Section ‘Resumes of Key Personnel’ for full resumes for each key team member of Mindlance Proposed Project Team.**

## Resumes of Key Personnel

### *Resume of Mindlance Account Manager - Badrie Arasamangalam*

#### **BADRIE ARASAMANGALAM - ACCOUNT MANAGER**

##### **PROFESSIONAL SUMMARY**

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- **15 years'** experience in the IT industry including **13 years** in Technical Recruiting and Account Management.
- He has **over 13 years** of strong experience providing and managing IT Staffing services contracts with Federal, State and Local Government customers such as **USAC, New York Power Authority (NYPA), Federal Reserve Bank of NY (FRB NY), State of Maryland, State of Minnesota, Pima County, AZ** etc.
- Through understanding and familiarity with State and Local Government business processes, systems, environment and culture and well qualified to work with the NYSHFA/SONYMA; since 2011 he has supported current Temporary IT Staffing contract for various projects at USAC, NYPA, FRB NY, Pima County and Fortune 500 organizations such as Qualcomm, Apple, AMEX, BMS, J&J etc..
- Abundant experience working as Account Manager. Well acquainted with all aspects of Account Management.
- He has served various organizations in the capacity of Account Manager, Resource Manager, Project Manager, Operations / Project Manager.
- Result-oriented, ability to handle multiple Clients and requirements simultaneously, with right balance of people skills and business acumen.
- Core strengths include optimized use of technical background to decipher client's technical needs and finding right candidate match for the opportunities
- **Domain Expertise: Government (Federal, State and Local), Defense, Nonprofit Organizations, Startups to Fortune 500 companies.**
- In addition to being an experienced Account Management professional, he has Master Degree in Business Administration.

##### **RELEVANT EXPERIENCE**

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- **Servicing USAC and its IT Department needs since 2011 through current IT staffing contract # USAC-IT-2010-10-22, executed over 30 SOWs with talented IT professionals.**
- Working closely with various Federal and State bodies on their on-going project initiatives, procured, drafted and submitted responses to RFP/ RFQs / RFIs.
- Designed and implemented customized delivery process on SOWs to be compliant with regulatory processes and governing principles.
- Active support to Procurement team within organizations in providing market data for pricing analysis, skill set availability and trends.
- Executed SOWs within agreed SLAs and estimated budget, at the same time presented top of the line talent.

- 
- Provide recruiting support on various IT skills, technical screening, interview preparation, and candidate delivery upon offer.
  - Skill sets serviced included but not limited to: Senior Developers (Java and .Net), DBAs (Oracle, SQL and DB2), Project Managers, Business Systems Analysts, Systems Analysts, Quality Assurance (Manual, Automation, WhiteBox and Performance), Infrastructure support, Documentum Developers, Oracle Identity and Access Manager.

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#### **RELEVANT EXPERIENCE**

- Executed SOWs with cumulative value of \$4.5 Million USD for Government and Government Affiliated bodies in 2013
- Provided top talent to customers, who were retained or converted as FTEs
- Recognized and awarded as 'Most Reliable' vendor partner for maintaining SLAs over 96%

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#### **WORK EXPERIENCE**

- **Account Manager, Mindlance Inc:** Aug 2011 - Present
- **Sr. IT Recruiter, Eastridge Infotech:** Mar 2009 – July 2011
- **Resource Manager, SQL Star International:** July 2006 – Feb 2009
- **Project Manager, SolutionNET Consulting LLC:** May 2005- June 2006
- **Operations / Project Manager, SolutionNET Pte Ltd, Singapore:** Jan 2003 – Apr 2005
- **Various Technical IT Positions:** July 1999 – Dec 2002

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#### **EDUCATION**

- **MBA – Business Finance**  
School of Finance and Management, University of Lincoln, 1997 – 1999
- **Bachelor of Commerce**  
Bachelor of Commerce (B.Com), University of Madras, 1994 – 1997

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#### **TECHNICAL SKILLS**

- **Applications:** MS OFFICE Suite (Advanced skills), MS Project, Visio
- **Analytics Software:** SAS Base, SAS Enterprise Guide, WEKA
- **Database:** SQL Server
- **ATS:** Bullhorn, MaxHire, Job Diva, CBiz
- **ERP:** SAP BW

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***Resume of Mindlance Contract Manager – Mitesh Mehta***

**MITESH MEHTA - MINDLANCE CONTRACT MANAGER**

**PROFESSIONAL SUMMARY**

- Accomplished operations & contract management professional with 12 years of operations & contract management experience in the IT & ITeS industry.
- Abundant experience in managing Information Technology (IT) staffing and consulting contracts for various Federal/State/Local government clients such as Universal Service Administrative Company (USAC), Maryland Department of Information Technology (MDoIT), State of Minnesota, University of Massachusetts (UMass), Pennsylvania State System of Higher Education (PASSHE), Sound Transit, City of MN, Miami University Pima County, Baltimore County Public Schools (BCPS).
- Seasoned Executive with strong results in challenging circumstances.
- Recognized for leadership in planning, scheduling, crisis & risk management, and multi-site delivery of IT staffing contracts.
- Effective dealing with broad business decisions, complex operational problems or sensitive personnel matters, project goal oriented.

**WORK EXPERIENCE**

**Mindlance Inc.**

**Director: July 2015 – Present**

- Lead technology business for \$100M staffing firm including commercial and government customers.
- Managing information technology (IT) staffing and consulting contracts of Mindlance Federal/State/Local government clients such as USAC, Maryland Department of Information Technology (MDoIT) & State of Minnesota and Fortune 500 organizations such as Qualcomm, Apple, AMEX, J&J etc.
- Supporting contract and operations management activities for Government clients.

**Collabera, Morristown, NJ**

**Client Partner and National Account Manager: Apr 2006 – June 2015**

Responsibilities include Recruitment and Delivery Management, Resource Management, People management, Operations Management and Vendor Management of high volume temporary staff for large corporate clients in Telecom segment including AT&T/SBC, Lucent, Level3 Communications and Telcordia.

**Recruitment and Delivery Management:**

- Understanding the technical requirements from the clients.
- Resourcing potential candidates and ensure their qualifications meet open positions and determine candidate's suitability by evaluating placement feasibility. Ensuring quality control and quality check for all resources before delivery.
- Develop creative recruiting resources to attract qualified professionals interested in contract and contract to hire positions.
- Actively involved in re-negotiations of to ensure that the target GPM is achieved.
- Schedule interviews and conduct follow-up ER calls to candidates to ensure successful placements.
- Maintain regular ER calls to enhance the relationship with candidates and network of resources.
- Enhance business relationships from existing accounts and increase revenue potential.
- Prepare weekly and monthly recruitment reports for internal management meetings and maintain documentation with the company's on-line system. Maintain regulatory compliance and process adherence.
- Ensuring the teams completion of all Documentation and following of laid out processes.



- Detailed Training of all the new corporate recruits at all aspects of Recruitment from Requirement understanding/resume search/candidate contact/closing and Hiring.

**People Management:**

- Managing and mentoring a team of 25 supporting the Telecom clients.
- Team makeup consists of Leads/Managers, Recruiters, Coordinators and Administrators.
- Facilitate Weekly/monthly all hands team meetings with local and virtual team members.
- Responsible for the recruitment, selection and integration process for new team members.
- Coordinate communication, training and rollout of all new programs and process changes.
- Go to person for internal issue escalation and resolution. Produce monthly performance scorecards in order to provide specific real time feedback to recruiting team. Initiate Team Building activities. Responsible for ensuring annual performance review and compensation administration process guidelines are met.

**Operations Management:**

- Utilize weekly metrics to monitor service level performance and maintain data integrity.
- Maintain strict adherence to client's detailed process and policy requirements – file documentation, I-9 administration. Point person for National Account Manager and other functional domain leads on matters pertaining to Staffing.
- Responsible for creating business cases related to counter offers, promotions, headcount etc.

**Client Management:**

- Primary point person for all client initiated issues, questions and concerns related to Staffing operations. Represent Collabera within meetings related to service delivery status, performance level adherence and compliance. Assume SME role related to client processes and programs. Responsible for change requests related to service requests that fall outside of current contractual scope.

**Vendor Management:**

- Establishing relationships with third party vendors to support high volume opportunities.
- Involved in vendor assessment and contractual negotiation process.
- Escalation point for all issues related to vendor's.
- Provide subject matter expertise and assess operational impacts related to system upgrades.
- Conduct end user training related to new systems implementations.

**Career Development and Coaching:**

- Partnered with management on multiple engagements in candidate identification and scheduling.
- Collaborated with senior executives on performance management/succession planning decisions.
- Coached, counseled and advised executive and non-executive personnel on career development issues. Managed training programs and guidelines for line personnel.

**Collabera, Morristown, NJ**

**Technical Recruiter: Apr 2004 – Mar 2006**

- Responsibilities include Recruiting and Delivery of high volume temporary staff for large corporate clients in Telecom segment including AT&T/SBC, Lucent, Verizon and Telcordia.
- Understanding the technical requirements from the clients.
- Utilize internal database to identify potential candidates and ensure their qualifications meet open positions and determine candidate's suitability by evaluating placement feasibility.
- Resourcing potential candidates and ensure their qualifications meet open positions and determine candidate's suitability by evaluating placement feasibility.
- Ensuring quality control and quality check for all resources before delivery
- Conducting searches for candidates using traditional and creative sourcing methods.
- Develop creative recruiting resources to attract qualified professionals interested in contract and contract to hire positions.

- Present job opportunities to qualified candidates and negotiate contract terms, negotiate compensation packages, assessing relevant experience, education, skills and personal qualifications to determine pay type/rate, relocation benefits, required H1 processing and other benefits. Schedule interviews and conduct follow-up PR calls to candidates to ensure successful placements. Maintain regular PR calls to enhance the relationship with candidates and network of resources. Establishing relationships with third party vendors to support high volume opportunities. Enhance business relationships from existing accounts and increase revenue potential. Prepare weekly and monthly recruitment reports for internal management meetings and maintain documentation with the company's on-line system.
- Working closely with the Operations team to meet all the client SLA's from the resourcing perspective Maintain regulatory compliance and process adherence.
- Ensuring the teams completion of all Documentation and following of laid out processes.
- Detailed Training of all the new corporate recruits at all aspects of Recruitment from Requirement understanding/resume search/candidate contact/closing and Hiring.

**Department of Civil Engineering, UAH, Huntsville, AL**  
**Research Assistant: Jun'02 – Dec'03**

- Work involved data collection, data analysis and web development for a project from ALDOT (Alabama Department of Transportation) on concrete and timber bridges in the state of Alabama, concentrating on inspection, repair and maintenance of these structures.

**KCG InfoTech (P) LTD, Chennai, India.**  
**Project Trainee: Nov'00 – Mar'01**

- Designed and implemented a Management Information Base Compiler using “C” on a Windows platform. The MIB compiler tool generates ANSI-C code for building embedded SNMP agents.

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**EDUCATION**

- **Master of Science in Electrical Engineering, 2004**  
University of Alabama in Huntsville, Huntsville, Alabama.
- **Bachelor of Science in Computer Science and Engineering, 2001**  
University of Madras, India

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***Resume of Mindlance Account Director – Vikram Kalra***

**VIKRAM KALRA – MINDLANCE ACCOUNT DIRECTOR**

**PROFESSIONAL SUMMARY**

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- **16 years'** experience in the IT industry including **14 years** in Client Management, Service Delivery and Recruitment
- He has **over 8 years** of strong experience providing and managing IT Staffing services contracts with Federal, State and Local Government customers such as Universal Service Administrative Company (USAC), Maryland Department of Information Technology (MDoIT), State of Minnesota, University of Massachusetts (UMass), Pennsylvania State System of Higher Education (PASSHE), Miami University, Pima County, Baltimore County Public Schools (BCPS), Sound Transit etc.
- Abundant experience working as Account Director. Well acquainted with all aspects of Compliance Management, Risk Management, Resource Allocation, Performance Management and Customer Satisfaction
- Result-oriented, ability to handle multiple Clients and requirements simultaneously, with right balance of people skills and business acumen.
- Core strengths include optimized use of business knowledge, process and project management, and technical background to decipher client's technical needs and designing an optimal solution.
- **Domain Expertise: Government (Federal, State and Local), Defense, Nonprofit Organizations, Startups to Fortune 500 companies.**
- In addition to being an experienced Solution design and execution professional, he has Master Degree in Business Administration from University of Maryland, College Park.

**WORK EXPERIENCE**

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**Mindlance Inc.**

**Co-Founder and Managing Director: July 00 – Present**

- Led Mindlance to become one of the fastest growing US staffing firm
- Managed several Fortune 1000 client technology and functional application development, process re-engineering, and service delivery projects.
- Created a low-cost, scalable service delivery model structured around key areas: Coverage, Timeliness, Quality, Price, Compliance and Service.
- Created a success commercial and government contract management practice providing ongoing consulting services to 8 of the top 15 pharmaceutical companies
- Recognized as the industry leader in implementation of Revitas Contract Management Systems
- Launched a unique Contract Lifecycles Management (CLM) practice providing strategy consulting and process automation for systematic creation, execution, compliance, and analysis of contracts for the purpose of maximizing operational performance, reducing costs, and minimizing risk
- Offered services include policies and procedures development, system and vendor selection, complete system implementation, customized reporting/analytics, merger services, and system assessment.
- Set-up a dedicated development center for a top 5 global bank support several key projects
- Offered services include product management, application management, data management, test management and infrastructure management

**Cap Gemini Ernst & Young (before merger Ernst & Young), New York, NY**

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**Manager, Management Consulting Practice: Feb. '98 – Oct. '00**

- **New Ventures Group: Portfolio Investment Evaluation:** Part of a six people internal venture-capitalist team responsible for evaluating all equity investment opportunities on behalf of the company. Reviewed business plans and presentations of entrepreneurs and corporate spin-off candidates for potential investments under strategic, client-portfolio and incubator portfolio. Coordinated with internal management (legal, practice leaders, subject matter experts) and external stake holders (venture-capitalists/investors, entrepreneurs, service providers) to structure and finalize the terms of the deal.
- **Net-Strike Vendor Management Program:** Staff Augmentation for consulting practice: Part of a six people internal team responsible for defining and implementing a model for 'just-in-time' sourcing of consultants for client engagements. Participated in the development of the business model which included the governance structure, pricing and profit philosophy, operational processes, vendor selection and performance management strategy, technology component, and ongoing compliance.
- **JP Morgan: Marketing Strategy/ New Product Launch:** As part of a joint marketing alliance with a leading financial institution, led a team of four to develop the Business case (including financial projections) and Go-To-Market strategy for the global launch of a new web-based product and supporting services. Participated in defining and prioritizing product enhancements.
- **Fleet Boston Financials:** Post-merger Integration: For the post-merger integration of retail brokerage operations of three financial services entities, set up the project management infrastructure and processes to ensure timely execution of compliance, external communication, new product launch and operational tasks
- **JP Morgan: eCommerce Operational Risk Framework:** Led a team of three to develop a generic eCommerce Operational Risk Management Framework (eC processes, sub processes, risks, sub risks and control procedures). This framework can be applied to any eCommerce initiative/venture to manage operational risks for all processes (like eStrategy, eMerchandising, eCRM, eSupply Chain, eCapital, etc.)
- **JP Morgan: Pro-forma Financials:** For potential spin-off of an eC strategic venture, developed pro-forma financial statements (to be included as part of the business plan) targeted to executive management and venture capitalists.
- **American Express: eC Improvement Portfolio Development:** For a leading financial services conglomerate, developed a rapid improvement portfolio which focused on improving customer acquisition by leveraging interactive technologies and e-commerce best practices.
- **Intralinks:** Data migration for CRM package implementation
- **Toys R Us:** Product Costing Methodology Development
- **Time Warner:** Supply Chain Management
- **UBS Walburg Dillon Reed:** Equity Research

**Nabisco, Inc.,** East Hanover, NJ and China

**Associate, Process Audit:** Jun. '97 - Jan. '98; Jun. '98 - Aug. '98

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**EDUCATION**

- **Master of Business Administration, University of Maryland, College Park, MD, Dec '97**
  - *Recipient: James E. Dingman Entrepreneurial Scholarship*
- **Master of Commerce, University of Delhi, New Delhi, India, May '95**
- **Bachelor of Commerce (Honors), University of Delhi, New Delhi, India, May '93**

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*2.4.1.3 Offeror shall provide a description of the firms size and organizational structure that includes number of years' experience in the IT Staffing and Recruiting business, areas of expertise, and special achievements;*

#### **Mindlance Firm Size**

Mindlance is a \$125 million contingent staffing services company with a global workforce of over 2500+ professionals spanning North America (US, Canada), UK and APAC. Mindlance is a NMSDC certified minority owned business, and has been recognized as one of the largest minority US Staffing firm with global delivery capabilities by SIA. We consistently place over 3,600 new consultants annually (approx. 300 new consultants each month) across clients globally. Mindlance success is dictated by our commitment and investment in our People, Process, Performance and Partnership. This has resulted in creating lasting relationships and success.

#### **Mindlance Management and Organization Structure**

##### **Mindlance Corporate Resources and Management Capability:**

To provide City of Glendale with Technical Recruiting & Staffing Services, Mindlance will utilize its proven management approach which is based on our experience delivering services on other IDIQ type contracts such as the Universal Service Administration Company (USAC) - 'IT Staff Augmentation', State of Maryland - 'Consulting and Technical Services + (CATS+)', State of Minnesota - 'Enterprise ASAP-IT/2 Master Contract', New York Power Authority - 'Temporary IT Staffing Services', City of Minneapolis, MN - 'IT Staff Augmentation Consulting Pool', Pima County, AZ - 'IT Consulting Services' and other Government contracts.

Mindlance has proven experience encompassing 16+ years of IT and Non-IT staffing contract management and combined team leadership experience of more than 75+ years in supporting IT staffing contracts. Mindlance management approach is built around three basic principles: (1) employ the right people for City of Glendale and continue to develop their skills; (2) exercise proven processes that ensure meeting City of Glendale mission objectives and result in customer satisfaction; and (3) use of technology and tools to enable the resources to accomplish their job effectively and efficiently which results in increased quality, flexibility, minimized costs. Combining these basic principles with an emphasis on quality management, continuous process improvement and performance management, while using appropriate metrics to measure Mindlance consultants' performance, will result in a highly effective solution that will always meet City of Glendale mission objectives.

Mindlance has successfully managed its contracts using a structured management approach that draws upon Project Management Institute's Project Management Body of Knowledge. Budgets and schedules matter to us, so each client receives the most cost-effective solution to meet their unique set of challenges. Mindlance's task order fulfillment process has been developed over 16 years of experience and incorporates the three key ingredients - people, process and technology - to provide un-paralleled support towards fulfillment of all of its clients' requirements and high standards of clients' satisfaction. Our strong emphasis on customer satisfaction helped Mindlance receiving a 'Supplier Excellence Award' from Johnson & Johnson in year 2015, 2014 & 2013; 'Overall Supplier of the Year for Americas' from Kelly in year 2013 & 2014; Kelly OCG - '2015 Supplier Excellence Award: Service', Agile-1 '2015 Platinum Award Winner' (#1 supplier between \$100 to \$200 million revenue category) & Agile-1 'Diversity Supplier of the Year' 2014.

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**Organization Structure:**

***Strong Management Through Lines of Authority and Efficient Communication Channels.*** Mindlance, on the basis of lessons learned from federal and commercial engagements, has built its project team structure, along with its corporate reach-back capability, using well-defined lines of authority and fewer layers of management than typically exist in larger companies. We have efficient organizational structure which helps in implementing any requisite changes and reduces delays in resolving contract related issues. Mr. Mitesh Mehta, our Contract Manager, directly reports to the Mindlance President, Vikram Kalra who is completely empowered to take any required action for the smooth operation and complete success of the program. This structure enables Mindlance's contract managers to actively engage with our team leads in support of the client objectives. This reporting structure also helps in efficient management and establishing smooth communication channels which further strengthens our problem-solving mechanism as quick solution to possible problems can be quickly provided and we can quickly address any other requests or issues related with the smooth operation of the program. It also facilitates their efforts to maintain direct contact with their Government counterparts. Unrestricted flow of information across organizational boundaries and between levels of management is always our goal with the communication channels Mindlance has devised for the government IT projects.

Our management has devised effective service delivery approach which allows a clear view on the escalation hierarchy and a single point of contact (POC) for all client/consultant inquiries, issues and escalations. Mindlance's task order management process for enterprise clients such as City of Glendale is managed by a dedicated service delivery team comprising of account managers, recruiters, sourcers and consultant relationship specialist. They are supported by a centralized back office team that is responsible for contracts, billing, HR, legal, records keeping and quality assurance. Mindlance has a team of Consultant relationship specialists who take care of all requests and issues related with consultants. This team is responsible for proper co-ordination and appropriate escalation of issues within our organization and responsive follow up with our consultants to ensure satisfactory closure. This practice helps in maintaining consultant's satisfaction which further helps in high productivity and quality services to Mindlance clients. Mindlance organization structure is shown above in ***Figure 1: Mindlance Organization Chart.***

**Number of Years' Experience in the IT Staffing and Recruiting Business.****Mindlance Similar and Relevant Experience Providing IT Staffing & Recruiting Services:**

Mindlance, Inc. – incorporated in Hoboken, New Jersey in 1999 – is a privately-held S Corporation and a certified MBE business registered with NY/NJ National Minority Supplier Development Council (NMSDC). We are a staffing and consulting firm with core expertise in the IT, Financial Services, Communication and Healthcare Industry with extensive experience in providing diverse IT & Non-IT skills at enterprise level to its Fortune 500 and Government clients for their business critical needs. Headquartered in Hoboken, New Jersey, we are a national provider presently serving clients in over 40 states through our 12 regional offices. Mindlance has successfully deployed IT projects with a variety of Fortune 500 Clients and Government Clients. Mindlance has MSA with **World Bank, New York Power Authority (NYPA), Federal Reserve Bank of New York (FRB NY), New York University Medical College (NYUMC), Universal Service Administrative Company (USAC), State of Maryland Department of Information Technology (MDoIT), State of Oklahoma, State of North Carolina, State of Minnesota**, Citizens Property Insurance Corporation, FL, Pennsylvania State System of Higher Education (PASSHE), University of Massachusetts (UMass), Baltimore County Public Schools (BCPS), **Pima County, AZ**, City of Minneapolis, MN, Sound Transit, WA and Miami University, OH for providing IT staffing services. We presently have office in Phoenix, AZ that services our clients such as

Pima County, AZ, Intel, Qualcomm, Apple, Amex, J&J, Becton Dickinson and CSC (to name a few) in State of AZ. In addition we support our clients in the Western US region from this location.

Mindlance is presently serving **90+ clients** across the country (which generates over **\$125 million** in revenues for Mindlance) through its twelve office locations. Mindlance has more than **2,000** billable consultants in the U.S across the verticals including IT. We consistently place over **3,600** new consultants annually (approx. 300 new consultants each month) across clients.

Mindlance has been providing IT staffing solutions to Technology industry for 16+ years, and this accounts for more than 35% of Mindlance's revenues. We are a top 3 staffing vendor to Technology clients such as Qualcomm, Apple, Intel. We are a top 3 IT staffing vendor to 25+ fortune 500 clients.

Mindlance has successfully delivered IT staff augmentation services under IDIQ type of contracts to various Federal, State and Local Governments and Fortune 500 organizations all over the country. We regularly provide IT consultants for short as well as long durations. On the basis of our immense experience in providing contingent staffing services, Mindlance has developed contemporary, predictable, and established procedures for staffing contracts and providing excellent IT consultant support services for short as well as long durations.

Since inception, Mindlance has successfully acquired, managed and served over **110** clients and has also provided over **8,000** consultants through IT staff support services contract on diverse technological platforms to both Commercial and Government agencies including World Bank, Universal Service Administration Company (USAC), FRB NY, Pima County, Qualcomm, Apple, Intel, Oracle, J&J etc.

**Table 1: Mindlance Relevant IT Recruiting & Staffing Services Experience**

Company	Clients	Experience	Relevance
<b>Mindlance Inc. (Mindlance)</b>	Government/Commercial & Non-Profit Organizations: <ul style="list-style-type: none"> <li>World Bank</li> <li>Federal Reserve Bank of New York</li> <li>Universal Service Administration Company (USAC), DC</li> <li>State of MD</li> <li>State of NC</li> <li>State of MN</li> <li>New York Power Authority (NYPA)</li> <li>University of Massachusetts</li> <li>Pennsylvania State System of Higher Education, PA</li> <li>Pima County, AZ</li> <li>City of Minneapolis, MN</li> <li>Sound Transit, WA</li> <li>Apple</li> <li>Intel Corporation</li> <li>Qualcomm Corp</li> <li>Citi</li> <li>Ally Bank</li> <li>American Express</li> <li>Oracle Consulting</li> <li>AstraZeneca / Medimmune</li> <li>JRI-America, Inc/Sumitomo Mitsui Banking Corp</li> <li>Johnson &amp; Johnson</li> <li>Bristol Myers Squibb</li> <li>Cigna Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Mindlance, since its inception, has successfully acquired, managed and served over <b>110 clients</b> and has also provided over <b>8,000 consultants</b> through IT Staff Augmentation services contracts on diverse technological platforms to both Commercial and Government agencies.</li> <li>We have productively handled and completed all of the above projects and benefited the respective agencies by providing consultants with the skill sets as per their requirements.</li> <li><b>Mindlance is presently serving 90+ clients with nearly 1900+ consultants through its twelve office locations.</b></li> </ul>	<ul style="list-style-type: none"> <li>Contingent Staffing Experience of over 16 years</li> <li>Very mature processes for IT Staff Augmentation services.</li> <li>Placed over 8000 IT Consultants to both Commercial and Government agencies</li> <li>Providing temporary IT support services to USAC and placed 30+ IT consultants on current IT staffing contract.</li> <li>Placed over 1000 consultants at Qualcomm; have 225 consultants engaged with Qualcomm at present</li> <li>Placed over 400 consultants at Apple; have over 150 consultants engaged at Apple Inc.</li> <li>Placed over 100 IT and Finance consultants at Citi</li> <li>Placed 92+ IT consultants with Pacific Gas &amp; Electric (PG&amp;E).</li> <li>Have over 35 IT consultants currently engaged at American Express</li> <li>Placed 35+ IT Consultants with JRI-America/SMBC.</li> <li>Has knowledge of Government business processes, systems and requirements including State of FL, NJ, NY, PA, Washington D.C.</li> </ul>

Mindlance, over the past 16 years has developed rich expertise in providing Technical Recruiting & Staffing Services to a diverse client base whose size and scope exceed those requested by City of Glendale. Mentioned below are just a few of them relevant to the Technical Recruiting & Staffing Services required in the RFP:

- Universal Service Administrative Company, Washington D.C., 4+ years (April 2011 – Current)
- Intel Corporation, Santa Clara CA, 13 years (June 2001 – Current)
- Qualcomm Corporation, San Diego CA, 6+ years (October 2007 – Current)
- Sumitomo Mitsui Banking Corporation (SMBC), NY, 13+ years (2003 – Current)
- Travelers, 6+ Years (2010 – Current)
- Cigna Corporation, 5+ Years (2011 - Current)

**Mindlance – A Heritage of Success for the Govt. Clients:** Mindlance retains the vital Government business and technical institutional knowledge which we have amassed, during its 16-year history of excellent performance in support of government client's goals. Mindlance's own experience with providing wide variety of IT & Non-IT consultants in different labor categories on diverse technological platforms to both Commercial and Government agencies makes it a highly capable prime contractor for City of Glendale Technical Recruiting & Staffing Services contract.

**Table 2: List of Mindlance Government Staffing Contracts**

Client Name	Contract Name
Universal Service Administrative Company (USAC), DC	Temporary IT Staff Augmentation Services
State of Maryland Dept. of Information Technology, MD	Consulting and Technical Services + (CATS+)
State of North Carolina	IT Supplemental Staffing Providers
State of Oklahoma	IT Staff Augmentation Services
State of Minnesota	Enterprise ASAP-IT/2 Master Contract
New York Power Authority	IT Temporary Staffing Services
Pima County, AZ	IT Consulting Services
Pennsylvania State System of Higher Education, PA	IT Equipment & Services
University of Massachusetts (UMass), MA	IT Staff Augmentation Services
Miami University, OH	IT Services – Staff Augmentation
Baltimore County Public Schools (BCPS), MD	Contracted Information Technology Staffing Services
City of Minneapolis, MN	IT Staff Augmentation Consulting Pool
Sound Transit, WA	IT Temporary Staffing Services
Citizens Property Insurance Corporation	Contingent Staffing Services
Cuyahoga Metropolitan Housing Authority (CMHA)	IT and Finance Temporary Staffing Services

**Total Grasp of Government Clients Mission and Requirements:** Mindlance's heritage of working closely with Government customers in the achievement of their strategic objectives, coupled with Mindlance's fine track record with its public sector customers, gives us an unrivaled grasp of the City of Glendale mission and requirements.

**Corporate Capabilities to Handle Full Scope of City of Glendale IT Staffing Requirements:** With the existing offices in Phoenix, AZ area, availability of qualified resources and proven past performance, Mindlance has the necessary corporate capabilities to handle the full scope of City of Glendale Technical Recruiting & Staffing Contract requirements and provide the qualified and experienced IT staff on diverse technological platforms.



**Proven Experience Supporting Fortune 500 Clients:** Mindlance is a top 3 staffing vendor to many MSP/VMS programs across industries, across MSP and across skills. Today, we support more than 90 MSP/VMS programs, which generates over \$125 million in revenues for Mindlance. **Over 35% of our revenue is derived from IT Staffing Services.** Our largest client is Qualcomm Inc. generating approx. 17% of our annual revenue. Mindlance's largest account has revenues of about \$17 million and currently we have engaged over 225 consultants with our largest account. Our proven delivery model has helped us maintain a competitive edge at several clients, including:

1. World Bank: Top 3 IT Staffing Vendor
2. Qualcomm: # 1 IT and Engineering staffing vendor
3. Apple: # 1 staffing vendor for IT and Professional
4. Intel: # 1 staffing vendor nationally across skills
5. Cigna: # 3 Staffing Vendor
6. Humana: Top 3 Staffing Vendor
7. Express Script: #2 Staffing Vendor
8. Covidien: # 1 vendor
9. Astra Zeneca (Rookie of the Year; # 3 overall)
10. Johnson & Johnson (For 3 straight years, consistently a top 3 vendor out of 100 plus vendors)
11. Yahoo: # 1 staffing vendor
12. T-Mobile: # 2 staffing vendor
13. Travelers: # 1 staffing vendor
14. Harley Davidson: Top 3 staffing vendor
15. Citi: # 4 staffing vendor nationally
16. Ally Bank: # 1 staffing vendor nationally

**Experienced and Highly Qualified Account Manager:** Our Account Manager (AM), Mr. Badrie Arasamangalam, is familiar with the State and Local Government customers' business processes, systems, environment and culture and well qualified to work with the City of Glendale and; since 2011 he has supported several Temporary IT Staffing contracts for various Government projects. He has over 13 years of strong experience providing and managing staffing services contracts with Federal, State and Local Government customers such as USAC, State of Maryland, State of Minnesota, NYPA, Pima County, AZ etc.

**Consistent Quality throughout the Tenure of the Contract:** Mindlance has an uncompromising commitment to providing quality services while meeting the highest ethical standards. Our commitment and approach has helped us achieve ISO 9001:2008 certification. Quality management (QM) is an integral part of Mindlance's service delivery process, which focuses on complete user satisfaction. Our program has two major components, quality control (QC), which contributes to the delivery of products and services that meet or exceed client requirements, and quality assurance (QA), which ensures that work meets defined specifications. Our account manager is accountable for ensuring Mindlance meets its quality and performance goals on this contract.

**Mindlance has in-depth understanding of IT Staffing Services;** we have comprehensively grasped all aspects of the City of Glendale's requirement for contractor-provided temporary IT staffing services. Mindlance offers City of Glendale demonstrated staffing expertise, and an impressive record for professionally delivering high-quality temporary staffing services customized to specific City of Glendale

**Mindlance Capability**

- One of the fastest growing staffing companies.
- Over 16 years of strong IT Staffing Services Experience.
- Placed over 20,000 Consultants on number of Contingent Staffing Contracts (Both IT & Non-IT).
- Thorough understanding of State & Local Government business processes, systems, environment and culture.
- Proven ability to leverage experience, technology, and processes to meet City of Glendale requirements.
- Very mature processes for Staffing services
- Established management practices and methodologies
- Strong team of experienced 200+ recruiters.
- Large pool of 1.5 MN resumes of qualified candidates
- Mindlance, quoted by business publications as:
  - (a) Ranked as one of the Largest US Staffing firms- Revenues of over 100 million (2015) by SIA
  - (b) 9th "Fastest Growing IT Staffing Firm in year 2014" by the Staffing Industry Analysts (SIA -2014)
  - (c) 8th "50 Fastest Growing Companies in NJ in year 2014 by NJBIZ
  - (d) 24<sup>th</sup> Fastest Growing Staffing Firms by Staffing Industry Analyst in year 2014; (4<sup>th</sup> consecutive year)
  - (e) Seven times honoree of Fast Growing Private Companies by Inc 500/ 5000;
  - (f) Fast Growing company by Diversity Business.



job requirements. Our proposed Account Manager (AM), Mr. Badrie Arasamangalam, is familiar with the State and Local Government customers' business processes, systems, environment and culture and well qualified to work with the City of Glendale and; since 2011 he has supported several Temporary Staffing contracts for various Government projects. He has over 13 years of strong experience providing and managing Contingent Staffing services contracts with Federal, State and Local Government customers such as USAC, State of Maryland, State of Minnesota, NYPA, Pima County, AZ etc.

### Mindlance Corporate Experience

**Table 3: Mindlance Corporate Experience**

Customer	Services	Total Annual Value	Resources Placed	Skills Provided
<b>Qualcomm Corp.</b>	IT Staffing Services	\$17,226,716	225	C/C++, Android and Java Developers, J2ME, Linux and Window Server Engineer, System Tester, Business Analysts, Project Managers, Network Engineers, Systems Engineer
<b>Pacific Gas &amp; Electric (PG&amp;E)</b>	IT Staffing Services	\$7,000,000	92	IT Project Manager, Senior Business Analyst, Sr. IT Planning Analyst, Programmer Analyst, Sr. .Net Developer, Sr. Database Programmer Analyst, IT Windows Systems Administrator Sr, Unix, Admin Senior, Technical Writer,
<b>Bristol Myers Squibb</b>	IT Staffing Services	\$5,059,744	36	Project Manager, Program Manager, Business Analyst, Systems Analyst, Systems Engineer, Database Modeler, Java, Oracle PL/SQL, Quality Analysts and Testers
<b>Oracle Consulting</b>	IT Staffing Services	\$2,749,419	19	Siebel, PeopleSoft Systems Analyst, Oracle Dbase Developers and DBAs, OBIEE Analysts and Engineers, AIA/SOA, ESB, OID and SSO, Desktop Support Engineer
<b>Intel Corporation</b>	IT Staffing Services	\$3,429,769	45	ASP.Net, VB.Net, SQL Server, Java Developers, Documentum developers, System Analysts, C/C++, Graphic Designer, Database Engineer
<b>ImClone System Inc</b>	IT Staffing Services	\$3,328,610	22	Oracle Clinical, Biostatisticians, Clinical Application Development, Drug Safety, Clinical Data Management, Network Operations Technician
<b>Apple</b>	IT Staffing Services	\$10,000,000	150	Program Managers, Project Managers, BPR Consultants, Java/J2EE, iOS Developers, Architects, C/C++, White Box & Black Box Testing, IT Service Desk Technician, Multimedia Maps Developers
<b>Cigna</b>	Contingent Staffing Services	\$3,029,614	175+	All Admin/Clerical, Finance/Accounting & Call Center positions including Admin Assistants, Call center representatives etc.
<b>Travelers</b>	Contingent Staffing Services	\$800K+	30+	All Admin/Clerical, Finance/Accounting & Call Center positions including Admin Assistants, Call center representatives etc.
<b>Other Customers</b>	Federal Reserve Bank of New York, Comcast, Ally Bank, Teva Pharmaceuticals, McKesson, Johnson & Johnson, Credit Suisse, Deutsche Bank, State of NJ, State of VA, State of PA, State of AK, Amgen, Biogen Idec, American Express, Humana, LabCorp, PIMCO, PNC Bank, Akamai Technologies, Genentech, Walmart eCommerce, John Deere, AstraZeneca / Medimmune, Citi, Anthem.			

Mindlance's own experience with providing wide variety of IT consultants in different labor categories on diverse technological platforms to both Commercial and Government agencies makes it a highly capable prime contractor for City of Glendale 'Technical Recruiting & Staffing Services' contract. As mentioned above, Mindlance has the required technical capability, significant commercial and government past experience, effective knowledge of government business processes and systems and is fully equipped and committed to begin supporting City of Glendale 'Technical Recruiting & Staffing Services' contract.



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**Mindlance Areas of Expertise:**

Mindlance has over 16 years of expertise in providing IT Recruiting and Staffing Services to Federal, State and Local Government agencies & Fortune 500 commercial organizations such as World Bank, USAC, New York Power Authority, Federal Reserve Bank of New York, Pima County, AZ, Qualcomm, Apple, Intel, J&J, AMEX etc in following labor categories:

- Application Architects
- Application Integration Architect
- Applications Programmers
- Automation UI Test Engineer
- BPR Consultants
- Business Analyst – Intermediate
- Business Analyst - IT - Senior
- Business Analyst - IT
- Business Systems Analyst - Senior
- Data Administrator I
- Data Center Technician
- Database Programming (DBP) III
- Demand Analyst
- Help Desk Administrator
- Helpdesk Technician
- Internet Security Specialist
- IT Service Desk Technician
- Java/J2EE, iOS Developers
- Level 1, 2, 3 Production Support Analyst
- Multimedia Maps Developers
- Network Engineer
- NOC Technician
- Operations Manager/Supervisor
- Oracle DBA
- Program Analyst
- Program Analyst, Sr.
- Program Manager
- Programmer Analyst-Lead
- Project \ Program Manager – BPR
- Project Analyst
- Project Manager - IT
- Project Manager - Scientific-II
- Project Manager III
- Project Manager
- QA Analyst
- Senior Software .NET Developer
- Software Architect
- Software Developer
- SQL Developer
- Sr. Engineer

- Sr. J2EE Software Developer
- Sr. Microsoft Software Developer
- Sr. Program Manager
- Sr. Programmer Analyst
- Sr. Software Developer
- SSRS Report Developer
- System Administrator
- System Analyst
- System Center Engineer
- Systems Administrator - Senior
- Systems Analyst III
- Systems Engineer - II
- Technical Project Manager
- Technical Support
- Technical Writer
- Test Engineer
- Test Technician Specialist
- Test Technician
- Testers
- UI/UX Developer
- Web Applications Developers

**Special Achievements:**

Mindlance has been consistently recognized as one of the top performing vendors by several MSPs. In 2015 itself, we have been recognized with Supplier Excellence Awards by 4 of the top 8 MSP providers:

- e. **TAPFIN**
  - a. 2015 Supplier Excellence Award (1 of 3 companies to win this award);
  - b. Tapfin Elite Partner 2015;
  - c. Tapfin "Partner of the Year 2015"
- f. **KellyOCG**
  - a. 2015 Supplier Excellence Award (4 straight years)
- g. **Agile-1**
  - a. 2015 Platinum Award for Staffing companies between \$100 and \$200 million in revenues
  - b. 2014 Diversity Supplier of the Year
- h. **Geometric Results (GRI)**
  - a. Platinum Preferred Partner (P3) Award Recognition

From an individual program VMS perspective, below are some of the client recognitions/ rankings for Mindlance:

- World Bank: Top 3 IT Staffing Vendor
- Qualcomm: # 1 IT and Engineering staffing vendor
- Apple: # 1 staffing vendor for IT and Professional
- Intel: # 1 staffing vendor nationally across skills
- Cigna: # 3 Staffing Vendor
- Humana: Top 3 Staffing Vendor
- Express Script: #2 Staffing Vendor

- Covidien: # 1 vendor)
- Astra Zeneca (Rookie of the Year; # 3 overall)
- Johnson & Johnson (For 3 straight years, consistently a top 3 vendor out of 100 plus vendors)
- Yahoo: # 1 staffing vendor
- T-Mobile: # 2 staffing vendor
- Travelers: # 1 staffing vendor
- Harley Davidson: Top 3 staffing vendor
- Citi: # 4 staffing vendor nationally
- Ally Bank: # 1 staffing vendor nationally

Mindlance, cited by various business publications as:

- j) Ranked as one of the Largest US Staffing firms- Revenues of over 100 million (2015) by SIA
- k) Mindlance was ranked **9<sup>th</sup> “Fastest Growing IT Staffing Firm in year 2014”** by *the Staffing Industry Analysts (SIA -2014)* for the year 2014.
- l) Ranked as the 20th Largest US diversity staffing (2015) by SIA
- m) Ranked as one of the fastest growing staffing firms for 5 consecutive years (2011 to 2015) by SIA
- n) Mindlance was ranked **8th “50 Fastest Growing Companies in NJ in year 2014”** by *NJBIZ*.
- o) Mindlance was ranked **24th “Fastest Growing Company in year 2014”** by *Staffing Industry Analyst* (fourth consecutive year).
- p) Several times winner of Fast Growing Private Companies by *Inc 500/ 5000*;
- q) Mindlance named in Top 500 Diversity Owned Businesses in the US.
- r) Mindlance awarded *Deloitte Technology Fast 50 NJ Award* for the three consecutive years.

**DIVERSITY RECOGNITIONS:**

- Ranked as the 20th Largest US diversity staffing (2015)
- Agile\*1 Diversity Supplier of the Year (2014)
- Regional Diversity Supplier of the Year Finalist, Class 4 - NY/NJ National Minority Supplier Development Council (2012).

**2.4.1.4 Offeror shall provide details of recruitments undertaken that are of similar nature based on the City's Specifications;**

**Table 4: Mindlance List of Recruitments Undertaken Similar to City's Specifications**

Client's Name	Engagement Description, Project Objectives, Project Start and End Dates	Type of Labor Categories Provided
<b>Universal Service Administrative Company (USAC),</b> Washington D.C.	<p>Mindlance is providing IT staff augmentation Services to USAC on agreed upon rates for various IT labor categories.</p> <p><b>Contract Duration:</b> 04/15/2011 to Present</p> <p><b>Contract Value:</b> \$9.5MN</p> <p><b>Contract Value Earned:</b> \$2.5 MN</p> <p>Mindlance have won 2 IT staffing contracts of USAC.</p>	<p>As of now, Mindlance has won several competitively bid task orders on this contract with a total value of over <b>\$2.5M+</b> and staffed these task orders with <b>30+</b> IT consultants till date in following categories:</p> <ul style="list-style-type: none"> <li>• Sr. Software Developer,</li> <li>• Software Developer III,</li> <li>• Systems Analyst III/QA,</li> <li>• Helpdesk Administrator,</li> <li>• Sr. J2EE Software Developer,</li> <li>• Helpdesk Technician,</li> <li>• Sr. Microsoft Software Developer,</li> <li>• Help Desk Administrator,</li> <li>• Sr. Software Developer,</li> <li>• Software Architect, Systems Engineer - II.</li> </ul>
<b>Qualcomm Inc.,</b> San Diego, CA.	<p>Mindlance is providing IT Staffing services to Qualcomm for the last 8 years. Mindlance is supporting Qualcomm with agreed upon rates for duration of the contract with Information Technology and IT Engineering Staffing Services.</p> <p><b>Contract Duration:</b> July 2007 – Present</p> <p><b>Contract Value Earned:</b> \$17MN+ annually</p> <p>Mindlance is # 1 IT staffing vendor nationally across all skills at Qualcomm.</p>	<p>With a total annual value of over \$17M+, currently, we have 225+ IT consultants engaged with Qualcomm with duration of the engagement ranging from 6 months to over 1 year in following categories:</p> <ul style="list-style-type: none"> <li>• System Analyst,</li> <li>• Java Developer,</li> <li>• Program Analyst,</li> <li>• Programmer Analyst,</li> <li>• Senior Programmer Analyst,</li> <li>• Senior Software Engineer,</li> <li>• Software Engineer,</li> <li>• Software Release Engineer,</li> <li>• Software Test Engineer,</li> <li>• Sr. Program Manager,</li> <li>• Test Engineer,</li> <li>• Test Technician,</li> <li>• Test Technician Specialist etc.</li> </ul>
<b>World Bank,</b> Washington D.C.	<p>Mindlance is providing IT Staffing Services to World Bank for its Washington D.C. offices for the duration of the contract.</p> <p><b>Contract Duration:</b> Oct 2015 – Present</p> <p><b>Contract Value:</b> \$50M+</p> <p>Mindlance is among Top 3 IT staffing vendor in less than one year.</p>	<p>Servicing for 1 year; active headcount of 100+ IT Consultants in following labor categories:</p> <ul style="list-style-type: none"> <li>• Sr. Business Analyst,</li> <li>• Business Objects/Crystal Developer III,</li> <li>• Cognos Developer II,</li> <li>• Application Architect Analyst III,</li> <li>• SAP Developer III,</li> <li>• Web Developer III,</li> <li>• BI Data Architect III,</li> <li>• IT Coordinator I,</li> </ul>

Client's Name	Engagement Description, Project Objectives, Project Start and End Dates	Type of Labor Categories Provided
		<ul style="list-style-type: none"> <li>• Sr. Business Analyst,</li> <li>• Peoplesoft Technical Specialist III,</li> <li>• Technical Project Manager I,</li> <li>• IT Coordinator II,</li> <li>• Summit Developer III,</li> <li>• Business Analyst II,</li> <li>• Web Administrator Middleware III,</li> <li>• Quality Assurance Specialist III,</li> <li>• Oracle Programmer/Analyst III etc.</li> </ul>
<b>New York Power Authority (NYPA),</b> New York, NY	Mindlance is supporting NYPA for Information Technology Staffing Services in various IT disciplines for the duration of the contract.  <b>Contract Duration:</b> Aug 2015 – Present  <b>Contract Value:</b> \$9.5 MN+	Recently started serving NYPA and already placed 6 IT Consultant in following labor category: <ul style="list-style-type: none"> <li>• IT Procurement Specialist - Level 2</li> <li>• Information/Knowledge Architect-Level 3</li> <li>• WebSphere Developer – Level 3</li> <li>• Technical Writer-Level 2</li> <li>• Sr. Network Engineer – Level 3</li> <li>• Document-Records Indexer – Level 3</li> </ul>
<b>Federal Reserve Bank of New York (FRB NY)</b> New York, NY	Mindlance is providing IT Staff Augmentation Services to Federal Reserve Bank of New York in various IT disciplines.  <b>Contract Duration:</b> 2015 – Present	Mindlance has placed over 5 consultants in less than 6 months duration.
<b>Apple Inc.,</b> Cupertino, CA	Mindlance is providing IT & Non-IT Staffing services to Apple Inc. for US locations. As of now, Mindlance has won several competitively bid task orders on this contract with a total annual value of over \$10M+.  <b>Contract Duration:</b> 2012 – Present  <b>Contract Value Earned:</b> \$10MN+ annually.  Mindlance is # 1 IT and Non IT staffing vendor nationally across all skills at Apple.	We currently have 150+ contractors as active head count and have placed 400+ contractors over the course of 4 years nationwide in following categories: <ul style="list-style-type: none"> <li>• Project \ Program Manager – BPR,</li> <li>• Automation UI Test Engineer,</li> <li>• Program Managers,</li> <li>• Project Managers,</li> <li>• BPR Consultants,</li> <li>• Java/J2EE, iOS Developers,</li> <li>• Architects,</li> <li>• C/C++, White Box &amp; Black Box Testing,</li> <li>• IT Service Desk Technician, Multimedia Maps Developers etc.</li> </ul>
<b>Johnson &amp; Johnson,</b> New Brunswick, NJ	Mindlance is supporting J&J with IT Staffing Services for the duration of the contract.  <b>Contract Duration:</b> 06/2010 – Present  <b>Contract Value Earned:</b> \$6.5K+ annually.  Mindlance has received 'Supplier Excellence Award' from Johnson & Johnson for 3 straight years.	Mindlance has placed 50+ Consultants in following categories: <ul style="list-style-type: none"> <li>• Operations Manager/Supervisor,</li> <li>• Project Manager – Scientific-II,</li> <li>• Application Integration Architect,</li> <li>• Project Manager III,</li> <li>• Data Administrator I,</li> <li>• Database Programming (DBP) III etc.</li> </ul>



Client's Name	Engagement Description, Project Objectives, Project Start and End Dates	Type of Labor Categories Provided
<b>JRI America / Sumitomo Mitsui Banking Corporation (SMBC), New York</b>	<p>Mindlance has provided Enterprise Architecture, Application Management, Data Management, Test Management, Infrastructure Management and package implementation services to JRI/Sumitomo Mitsui Banking Corporation (SMBC) for its real-time, web-based global Corporate Cash Management system and consistently met contract schedules and budgetary limitations.</p> <p><b>Contract Duration:</b> Feb 2003 – Present  <b>Contract Value Earned:</b> \$11M+</p> <p>Mindlance is among Top 3 IT Staffing Vendor</p>	<p>Mindlance has placed 35+ IT consultants till date in following categories:</p> <ul style="list-style-type: none"> <li>• Oracle DBA,</li> <li>• Web Applications Developers,</li> <li>• Testers,</li> <li>• Applications Programmers,</li> <li>• Network Engineers,</li> <li>• Level 1, 2, 3 Production Support Analyst etc.</li> </ul>
<b>American Express, New York, NY</b>	<p>Mindlance is providing IT Staffing services to AMERICAN EXPRESS with wide variety of IT consultants in different labor categories on diverse technological platforms. Mindlance is supporting the AMEX with agreed upon rates for duration of the contract with Information Technology Staffing Services.</p> <p><b>Contract Duration:</b> 2013 – Present  <b>Contract Value Earned:</b> \$3MN Annually</p> <p>Mindlance is Top 5 staffing vendor, nationally, across skills (IT and Non IT)</p>	<p>Have over 35 IT consultants currently engaged at American Express in following categories:</p> <ul style="list-style-type: none"> <li>• Project Manager – IT - Intermediate,</li> <li>• Internet Security Specialist,</li> <li>• System Center Engineer,</li> <li>• Programmer Analyst-Lead,</li> <li>• SQL Developer,</li> <li>• Project Manager - IT,</li> <li>• Network Engineer,</li> <li>• Sr. Software Developer,</li> <li>• Data Center Technician,</li> <li>• Systems Administrator - Senior,</li> <li>• UI/UX Developer,</li> <li>• Technical Support,</li> <li>• QA Analyst,</li> <li>• Business Analyst - IT - Senior,</li> <li>• Business Analyst - IT,</li> <li>• NOC Technician,</li> <li>• Program Manager,</li> <li>• Business Analyst – Intermediate,</li> <li>• Business Systems Analyst - Senior,</li> <li>• Technical Writer</li> </ul>
<b>Pima County, AZ</b>	<p>Mindlance responds to individual task orders or “Statements of Work” (SOW) released by Pima County, which include a description of the tasks to be performed, term of assignment, and not-to exceed (NTE) price.</p> <p><b>Contract Duration:</b> May 2012 – Present  <b>Contract Value:</b> \$1.3 MN+  <b>Contract Value Earned:</b> \$0.5 MN+</p>	<p>Placed IT Consultants in following categories:</p> <ul style="list-style-type: none"> <li>• Senior Software NET Developer,</li> <li>• SSRS Report Developer</li> </ul>

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*2.4.1.5 Offeror shall describe training in technology provided to their temporary candidate pool;*

**Mindlance Training Programs:**

Mindlance has a training program for employees on assignment at our clients work location.

Regarding professional development, Mindlance provides training programs to its contractors in line with their career and project objectives. The training is offered in a variety of ways – direct from Mindlance, online, or through third-party agencies. The areas of training include:

- Techno-functional certifications in their related disciplines
- Business area (business/functional/domain knowledge)
- Technology (programming languages/operating systems/databases/networks)
- Procedural area (support environment, release/configuration management, etc.)
- Quality (PMI/PMP, Six Sigma, etc.)
- Productivity and Time Management

Mindlance has a formal training plan in place for all of its permanent salaried employees with tuition reimbursement up to \$1,500/year per employee.

The eligibility and allowance tier may vary based on the number of hours worked at Mindlance, and this may, in some fashion, create a distinction between full-time and seasonal contingent workers. Typically, for IT consultants, Mindlance and online training are available from the date of start. Third party client approved training is available post completion of 1000 hours of assignment.

However, there are training programs which are available to all contingent workers, irrespective of the length of their engagement with Mindlance.

**In-house Training Current Offered by Mindlance Subject Matter Experts (FREE FOR CONTINGENT WORKERS):**

1. Industry Overview and Mindlance Best Practices
2. Mindlance Methodologies:
  - a. Mindlance Software Development Life Cycle
  - b. Mindlance Project Management Methodology
  - c. Mindlance Requirements Gathering Methodology
  - d. Mindlance Testing Process
  - e. Mindlance Quality Assurance Process
3. Project/Program Management & Business Analysis (Deep-dive)
  - a. Work Plan Management
  - b. Reference Structure Management
  - c. Financial Management
  - d. Project Status Reporting
  - e. Risk Management
  - f. Issues Management
  - g. Change Management Controls
4. Testing (Deep Dive)
  - a. Use-Case Driven Test Development
  - b. Independent Verification and Validation
  - c. Performance Testing
  - d. Automation Testing



5. Quality Management

- a. CMM Level 2, 3 and 4 standards
- b. Overview of Lean, Kaizen & Six Sigma
- c. Mindlance 4Ps Methodology: People, Process, Performance and Partnership

**Online/Computer-based Training (FREE FOR CONTINGENT WORKERS):**

Mindlance corporate subscriptions with CBTDirect and Lynda.com for online training in the following areas: Technology, Career Enhancement, Desktop Computing, End-user Business Computing, User Interface Development, etc.

## 2.4.2 METHOD OF APPROACH

*2.4.2.1 Offeror shall clearly provide their written understanding of the City's requirements, specifications, meeting the terms and conditions of the RFP and matching the proposed methods to accomplish the needs of the City;*

### **Our Understanding of the City's Requirements & Specifications:**

The City of Glendale (CITY) has issued this RFP # RFP 16-42 titled 'Technical Recruiting & Staffing' to obtain Information Technology Recruitment & Staffing Services from qualified and experienced firms who can offer IT Resources either through direct hire or on temporary contract basis with various skill sets on an as-needed basis for IT support that will be used to supplement existing staff or to support City's projects and IT technology requirements.

The City is looking for vendors to provide IT Consultants in functional areas such as Systems Analysis, Systems Administration, Network Engineering, Database Administration, Network Engineering (SCADA), Control System Engineering etc.

### **Scope of Services:**

For this RFP, CITY has set following minimum qualifications/requirements for the Recruiting/Staffing Firm:

- Specialize in information technology staffing services including temporary placements;
- Use proven testing and screening procedures to validate candidates' technical competency;
- Conduct criminal background checks and conduct behavioral screening to validate candidates' suitability for employment;
- Perform reference checks in advance;
- Be able to obtain and/or retain a sufficient pool of qualified IT candidates to meet the City's needs;
- Provide the City with a single point of contact for the management of services stated herein;
- Ensure qualified candidates will follow the City's technical policies and procedures including change control and system documentation requirements; and,
- Provide a placement guarantee for all candidates recruited.

### **City's Recruitment Requirements:**

Following are the general skill set categories (sampling of the highly sought after positions) for which CITY requires assistance in the recruitment for these technical positions for duration of the contract on an as-needed basis:

- Systems Analyst
- Systems Administrator
- Network Engineer
- Database Administrator
- Network Engineer (SCADA Experienced)
- Control System Engineer

**City's Hiring Process** –City's typical hiring process:

### **Candidates Identification**

- a) City will provide the recruiters and qualified firms with the job description of the position being recruited for which includes minimum qualifications, special requirements, and certifications required;
- b) Candidates must meet the minimum qualifications of the position in order to be considered;
- c) Recruiter shall provide the City with list of qualified candidates;
- d) Recruiter shall conduct recruitment;
- e) City will review resumes from recruiters;
- f) City will identify candidate(s) from Recruiter's list of qualified candidates to interview;
- g) City will conduct phone interview with identified candidates
- h) City will conduct in-person/Skype interviews with candidate(s) from phone interview(s) that the city determines are most qualified;
- i) At times, multiple interviews may be requested;

**Actions Required Upon Identification of Top Candidate:**

- a) Recruiter shall conduct reference checks using the city's required Reference Check form, which is currently in paper format;
- b) Recruiter shall ensure the candidate completes the City's job application;
- c) Recruiter shall submit completed reference checks and completed application and resume to the Human Resource contact;
- d) The City's Human Resources Department will review the information and will contact the recruiter with a salary offer;
- e) If the candidate accepts position, a conditional offer letter will be prepared by Human Resources and a start date identified;
- f) All job offers are contingent upon successful completion of the City's own background check.

**CANDIDATE SELECTION:**

**Recruitment Fees:**

- a) The City shall not pay the direct hire recruitment fee until 30 days after the candidate's first day of work.
- b) City requires that the recruiters assist the City in identifying a new candidate at no cost if the original candidate is released from the City within 60 days of the first day of work.

**Temp-to-Hire:**

- a) The City may at its option, hire temporary or temp-to-hire technical staff in the event of there being an immediate need to fill a position.
- b) Should the City convert a temp-to-hire candidate to a full time City employee, notice shall be provided to the Contractor 30 days prior to the conversion.

**City's Background Checks Process:**

- a) Direct hire technical positions funded by the City's Police Department must complete an in depth background check.
- b) Once a direct hire candidate has been identified, he/she will be given a conditional job offer that is contingent upon the successful completion of the background check performed by the City;
- c) The direct hire candidate will complete a background packet, which will be submitted to the Police Department so the background check can be conducted.

- d) A polygraph test may or may not be required and the determination will be made by the Glendale Police Department.
- e) Upon successful completion of the background check, a start date for the candidate will be identified.
- f) Temporary staff shall have undergone a background check conducted by the Recruiter including E-Verify.
- g) The City reserves the right to conduct a fingerprint background check for all new direct hires and for temporary placements if deemed necessary.

**Meeting the Terms & Conditions of the RFP:**

Mindlance has thoroughly reviewed this Request for Proposal and we entirely agree with all the provisions, terms & conditions and specifications included in the Solicitation and we have no deviations or exceptions from any requirement and terms & conditions sections of this Solicitation, or any other attachments. Mindlance dedicated account management team will follow City's all terms & conditions, processes related with recruitment, hiring, sourcing, candidate's identification, skill assessment, reference checks, background screening etc.

**Proposed Methods to Accomplish The Needs of the City:**

For detailed information about Mindlance proposed methodology related with our recruitment methods & approach, please refer our response to below section **"2.4.2.3: MINDLANCE RECRUITMENT MANAGEMENT APPROACH"**.

For detailed information about Mindlance proposed methods related with candidate sourcing, identification, skill assessments, screening and testing, please refer our response to below section **"2.4.2.4 MINDLANCE STANDARD OPERATING PROCEDURE FOR CANDIDATE SCREENING"**.

**Mindlance Background Check Process for Contingent Workers:**

Mindlance conducts a thorough background check on each contractor including drug testing, behavioral tests, and verification of education, work history, and other information. No Mindlance contractor starts an assignment until all documentation and verifications are completed and cleared.

Mindlance initiates client-specific background check and drug testing processes, and the results are uploaded into MTRACK.

In the absence of a client mandated policy, Mindlance conducts the following Background Checks:

1. SSN Trace/Verification
2. 7 Year Criminal & Misdemeanor Check (County Criminal)
3. 7 Year National Criminal Search
4. FACIS/OIG/Prohibited Parties Search

Background check and test result data is transmitted to the HRMS/FICO system and is immediately displayed on the Onboarding Specialist's personnel dashboard. The specialist validates the results against the contract terms. We pass on any specific parameter shared by our client to the third party who conducts background checks in order to make sure that they are strictly adhered as per the requirement.

Mindlance has active accounts and has historically worked with the following background check vendors, based on specific client requirements: HireRight, First Advantage, Lexis Nexus, Certiphi, Sterling, Checkpast, A-Check, Yale Associates, CARCO, Justifacts etc.

Mindlance routinely evaluates existing and new providers based on internal and client feedback. We are open to using a client-specified background check company and welcome client recommendations.

***2.4.2.2 Offeror's shall provide a communication plan between key personnel and the City of Glendale;***

Mindlance will assign a dedicated Account Management Team to City of Glendale to maximize efficiency, promote CITY-Mindlance productivity and establish solid lines of communication.

**Processes:**

Mindlance defines Communication Management Protocols between Mindlance and the client. The protocols and procedures clearly define information needs, the frequency of contact and reporting, and the format for presenting data and information. This documented communication plan is revisited and updated periodically.

The dedicated account management team will strictly follow the communication protocol and adhere to the communication guidelines of the contract ensuring that whenever any communication is required with the client, it is done only through the standard communication protocol set by CITY and Mindlance Services Team.

**Communication Management:**

Mindlance will provide CITY contract staff with contact details of its Key Personnel including Account Manager (AM), Service Delivery Manager (SDM) and Escalation Point of Contact (Contract Manager) towards service delivery coordination and issue/ escalation support.

Additionally, Mindlance will provide CITY with one common email address to facilitate easier communication flow. This email user group would also include Mindlance's escalation points of contacts, thereby ensuring organization wide transparency and faster response to CITY Program Office.

Mindlance Dedicated Account Manager will be the single point of contact for all communication between Mindlance and CITY.

*2.4.2.3 Offeror shall describe method and approach for recruiting technical talent;*

**MINDLANCE RECRUITMENT MANAGEMENT APPROACH**

**(A) SOURCING STRATEGY:**

Mindlance focuses on gaining a thorough understanding of its clients' techno-functional environment and work culture, in addition to open position's job description as a basis to verify candidates experience levels, ensuring best-matched resources for its clients' needs. Based on this understanding, Mindlance designs a sourcing strategy that we apply to a specific client:

- Targeted Market Research
- Targeted Referral Focus
- Talent Supply and Demand Analysis
- Sourcing to Include Talent Community Outreach
- Various Job Boards (including diversity and military)
- LinkedIn Recruiter Access
- AIRS (Advanced Internet Recruiting Strategies)
- Colleges and Associations (Clinical Research & Scientific domain)
- Internal Database – Indexed by industry/location/skill/level, etc.
- Industry-leading Offshore Sourcing Model for targeted segments/skills

**Mindlance specific sources:**

1. Global Sourcing Centers – A team of 100+ niche-based sourcing professionals provide 24/7 support to our recruiters and populate our database with new talent. These team member's source and initiate contact with potential candidates for recurring needs.
2. The Mindlance Internal Database – Updated constantly, this easily-searchable, large database lets recruiters identify local talent for consideration for very specific requirements.
3. Internal Recruiting Team – Our tenured recruiters expand their networks rapidly with unique candidates to support our clients. They network with past and present contractors and plan for future client staffing needs. Our least-tenured internal recruiter has 6 years of experience.
4. Network of Consultants – Mindlance has over 1,800 consultants working on any given day, a great resource for attracting new and unique talent.
5. Candidate and Client Referrals
6. Professional Organizations.
7. Industry-specific & University Career Fairs – Regional and National participation.
8. Internet – Our Mindlance website, LinkedIn, internet job boards and online networking groups for specific areas.

**(B) SEARCH & SCREENING:**

The Mindlance Sourcing Specialist first screens resumes to determine if they match the job specification in terms of the required IT skill sets, project experience, domain knowledge and pay rate expectations. These initially screened resumes are submitted to Mindlance's Sourcing Manager for further scrutiny and candidate qualification which is followed by initial telephone screening to get a better understanding of their technology skills, industry experience and communication skills.

At this time, Mindlance performs a reference check to screen out undesirable candidates. A Mindlance Account Manager who better understands client needs further screens the remaining resumes of



candidates. At this point, the selected candidates are called in for an in-person interview with our Subject Matter Expert (SME). For out of state candidates, the technical interview is conducted on the phone.

Based on the results of the personal and technical interview and reference check, Mindlance narrows down the list of qualified candidates to a manageable number. The selected candidates are then evaluated by a technical and professional/ personal reference checks. Mindlance also performs background check of candidates with respect to criminal investigation, drug testing and security clearance check, as per client requirements.

### **(C) ASSESSMENT**

Following the Screening process, if the recruiter considers the candidate to be a viable fit, they conduct an "internal submission". This internal submission alerts the Mindlance Account manager of a potential candidate. The AM reviews the information and schedules an interview. The next level of interviewing is conducted either in person (when possible) or during a scheduled call. It is either conducted by the AM or if required a Mindlance SME (and sometimes both). During this round of interviewing, a thorough skills assessment is performed as it relates to the particular requirement at hand.

A Mindlance Account Manager who best understands the client's needs further screens the remainder of candidates. At this point, the selected candidates are called in for an interview with our Subject Matter Expert (SME). Further, Mindlance narrows down the list of qualified candidates to a manageable number. The selected candidates are further evaluated including conducting professional/ personal reference checks.

### **(D) SELECTION**

Based on the resulting information obtained during the interview, testing (where applicable), and resulting references, the Mindlance AM makes a determination of the candidate's overall fit and potential short comings as it relates to the position. The AM also provides a summation of their assessment in the candidate submittal. Once the AM has made a determination to submit the individual, he/she reviews further specific details of the client including hours, wage, intrinsic factors such as dress code, vacation policy, travel, etc - The AM obtains all other relevant information required for the candidate submission and presents to the end user / MSP.

### **(E) ONBOARDING**

The on-boarding team works closely with the Mindlance Service Delivery Team (which includes Mindlance client-dedicated Account Manager) to ensure that each step of this process is understood and completed per internal guidelines and client contract terms.

Mindlance's centralized Onboarding Team works with the Dedicated Account Manager to ensure proper onboarding, orientation and induction. The areas covered:

- Job Overview: Job Details, Job Location, Reporting Structure, etc.
- Contingent Labor Program Overview: Roles & Responsibilities of the MSP, Mindlance (employer-of-record) and Client
- Co-employment Training
- Issue Escalation Process, Point of Contact Details, Benefits Overview, Payroll Cycle
- Acceptable Code of Conduct
- Time Sheet/Expense Entry Process
- Travel/Other Expenses Guidelines
- Facility Access/Equipment Usage Guidelines
- Information Disclosure & Confidentiality Agreement



- Safety/Ergonomics/Security Guidelines
- Performance Expectations
- Client Work Days/Hours

**(F) ORIENTATION**

Before start of the engagement, the Mindlance Account Management Team member along with an on-boarding specialist and Consultant Care Representative will conduct the first orientation with the contingent worker. The focus of this orientation is centered on the rules of engagement, policies & procedures, communication & reporting expectations. This orientation sets the foundation of the relationship and mutual expectations.

**(G) CONSULTANT ENGAGEMENT & RETENTION**

Mindlance has one of the lowest turnover rates in the contingent labor industry and accomplishes this through open and ongoing communication with the consultant throughout the engagement. From hire to exit, Mindlance seeks feedback from the contractor, answers questions, manages concerns, provides counseling and/or training if needed, and reminds the contractor that s/he is a valuable employee who can build a future with us.

*2.4.2.4 Offeror shall describe how a candidate's technical skills are identified, assessed, and validated;*

**MINDLANCE STANDARD OPERATING PROCEDURE FOR CANDIDATE SCREENING:**

Mindlance has a well-defined Standard Operating Procedure for candidate screening that requires a series of interviews and quality control checks:

**Global Sourcing Center – Proactively Seeks Qualified Candidates**

- Creates and maintains a large internal database, matching resumes to clients and locations based on skill sets, experience, salary expectations, and location.
- Identifies potentially qualified candidates who, if selected, enter our formal screening process.

**Mindlance Recruiter – Conducts Initial Telephone Screening**

- Chooses candidates to enter our formal screening process for any given client requirement
- Uses an open-ended pre-screening questionnaire focusing on three areas:
  - TECHNICAL - Skills Qualification
  - EXPERIENCE - Employment History/Job Functions and Educational Background
  - PERSONAL - Salary History, Personal Preferences, and Availability
  - PERSONALITY – Cultural Fit, Behavioral Interview, Excitement about the Role and Client
- If the candidate is viable, recruiter uploads candidate data in an “internal submission”

**Mindlance Account Manager and/or Subject Matter Expert – Conduct Detailed Technical Screening**

- Alerted by internal submission of a potential candidate
- Conduct an in-person interview when possible, or a scheduled call
- Perform a thorough skills assessment targeted toward the specific client requirement
- If a candidate is a strong fit, AM further reviews the job description details and revisits:
  - The candidate's strengths
  - The candidate's potential shortcomings
  - The candidate's interest level
- Obtain all relevant information required for the candidate submission including references and, where applicable, college transcripts.

**Subject Matter Experts – Added Expertise When Needed**

- Mindlance has a team of SMEs, who conduct domain and skill interviews for specialized skill/niche skill placements, as needed.

**TOOLS USED DURING THE SELECTION & ASSESSMENT PROCESS:**

Mindlance's screening and selection process is aimed at providing qualified candidates to its clients. To that end, Mindlance takes numerous steps to verify a candidate's experience levels using one or more of the following:

1. Candidates Resume and Skills Inventory Application Supplement – In addition to providing a resume, candidates complete and sign an application along with a Skills Inventory Application Supplement, which is used to verify the level of experience candidates possess in the required skill sets.

2. Screening Interview – Mindlance examines the candidate's aptitude for the role and verifies information on his/her resume. Preliminary assessments are made about the candidate's experience and education as well as professional compatibility. After the initial interview (often a phone screen followed by a face to face interview) a recommendation is made regarding the candidate's viability.
3. Standardized Tests – Mindlance Technical Recruiters qualify candidates using a proprietary written test or a standardized test. Based on specific requirements of our clients, we currently utilize the following providers for employee skills testing:
  - a) **Predictive Index (PI):** for behavioral suitability of a candidate for specific roles
  - b) **Qwiztek:** pre-employment skill testing and technical evaluations on skills.
  - c) **Brainbench:** numerous assessment products including personality, aptitude and skills testing particularly in the areas of technology, customer support and client services.
  - d) **Techcheck:** technology skills testing and assessment focused on IT, Project Management & PC literacy
  - e) **ProveIT:** testing and assessments for clerical, software, technical, industrial, financial and legal skills.
  - f) **THE PEAC system:** testing on reasoning aptitude, natural behaviors, communication styles and personality traits. The PEAC test is normally conducted on the Project/Program Managers and other senior level managers to ascertain behavioral patterns by exposing them to simulated complex situations.
  - g) **Humanext.com:** to provide in-house and web-based testing and training on communication skills, customer service techniques and supervisory skills.
4. Technical Interview – Mindlance Subject Matter Experts (SME) qualify candidates using a proprietary written or standardized test, ask questions about the candidate's skill levels and expertise, and verify information on the Skills Inventory Application Supplement.
5. Industry Standard Certifications – For some positions, Mindlance requires its consultants to possess industry standard certifications in areas of expertise, which serve as a benchmark to assess a candidate's level of expertise.
6. Professional/Employment Reference Checks – Mindlance performs verification of a candidate's experience via professional reference checks to verify the candidate's experience as a match to the client's open position.
7. Mindlance verifies the candidate's employment to validate the number of years of experience, in line with the client's open position.

**Additional tools used by Mindlance to pre-screen its candidates, include:**

- A. Management Interview – Ensures that the candidate has excellent interpersonal and presentation skills and the right attitude.
- B. Attitudinal Test & Behavioral Test – Mindlance conducts its proprietary tests to understand the candidates' attitude and behavior patterns by exposing the candidate to simulated complex situations.
- C. Assignment Orientation – Ensures an appropriate fit between the client and the candidate. Mindlance addresses intrinsic factors such as dress code, vacation, work hours, on-call requirements, etc, if any.
- D. HR Orientation - Prior to onboarding, Mindlance's HR team meets each candidate and explains Mindlance's policies, benefits, candidate duties and the points of contact for employment-related questions (this protects Mindlance's clients from co-employment risks/issues) etc.

Mindlance currently utilizes numerous programs and providers to test the competencies of its candidates. Based on specific requirements of our clients, we currently utilize the following providers for employee skills testing:

- **Predictive Index (PI):** for behavioral suitability of a candidate for specific roles
- **Qwiztek:** pre-employment skill testing and technical evaluation of skills.
- **Brainbench:** numerous assessment products including personality, aptitude and skills testing particularly in the areas of technology, customer support and client services.
- **Techcheck:** technology skills testing and assessment focused on IT, Project Management & PC literacy
- **ProveIT:** testing and assessments for clerical, software, technical, industrial, financial and legal skills.
- **The PEAC system:** testing on reasoning aptitude, natural behaviors, communication styles and personality traits. The PEAC test is normally conducted on the Project/Program Managers and other senior level managers to ascertain behavioral patterns by exposing them to simulated complex situations.
- **HumaNext.com:** in-house and web-based testing and training on communication skills, customer service techniques and supervisory skills.

Mindlance is constantly evaluating new tools that add value to the candidate assessment process and welcomes client recommendations for specific providers.

***2.4.2.5 Offeror shall describe types of testing conducted and screening processes used, prior to selecting a candidate in their temporary staff pool;***

Mindlance currently utilizes numerous programs and providers to test the competencies of its candidates. Based on specific requirements of our clients, we currently utilize the following providers for employee skills testing:

- **Predictive Index (PI):** for behavioral suitability of a candidate for specific roles
- **Qwiztek:** pre-employment skill testing and technical evaluation of skills.
- **Brainbench:** numerous assessment products including personality, aptitude and skills testing particularly in the areas of technology, customer support and client services.
- **Techcheck:** technology skills testing and assessment focused on IT, Project Management & PC literacy
- **ProveIT:** testing and assessments for clerical, software, technical, industrial, financial and legal skills.
- **The PEAC system:** testing on reasoning aptitude, natural behaviors, communication styles and personality traits. The PEAC test is normally conducted on the Project/Program Managers and other senior level managers to ascertain behavioral patterns by exposing them to simulated complex situations.
- **HumaNext.com:** in-house and web-based testing and training on communication skills, customer service techniques and supervisory skills.

***2.4.2.6 Offeror shall describe their method of approach to tracking temporary staff attendance;***

Unless there are exceptional circumstances, Mindlance requires that any request for leave must be pre-approved by the Client and Mindlance Account Manager.

Beyond earned PTO, the Mindlance policy on record is to not pay contingent workers in the absence of approved time. However, we sometimes make exceptions under special circumstances and may 1) pay without approved timesheets, 2) give an advance during the payroll process, or 3) run a special payroll out of cycle. Examples of such special circumstances may be: the hiring manager is on vacation; the contingent worker has important family needs (like someone is sick); or Client/ MSP representative makes a request on behalf of the contingent worker, etc.

For non VMS clients, Mindlance utilizes an online/cloud based timekeeping system (Tenrox) for timesheet and approval processes. This system has built-in analytics to provide reporting by Manager, Projects, Business Units/Cost Centers, etc. Mindlance will be willing to offer this solution to our clients at no additional cost. It will not require any additional technology infrastructure at the client site.

***2.4.2.7 Offeror shall describe the communication process used to notify the City of an assigned temporary staff's absence;***

Before start of the engagement, the Mindlance Account Management Team member along with an on-boarding specialist and Consultant Care Representative conduct the first orientation with the contingent worker. The focus of this orientation is centered on the rules of engagement, policies & procedures, communication & reporting expectations. This orientation sets the foundation of the relationship and mutual expectations.

Mindlance requires each new contingent worker to take part in our Orientation Program prior to placement at a worksite. All contingent workers new to a particular client or those who have had a break in service with the client of six months or more must participate. The Orientation Program is customized to client requirements, but overall it familiarizes new contingent workers with the client's culture, policies and procedures, and provides instructions concerning various aspects of engagements including leave approval process.

Unless there are exceptional circumstances, Mindlance requires that any request for leave must be pre-approved by the Client and Mindlance Account Manager.

During the orientation program, we educate our contractors to keep their managers/supervisor informed if they take any leave, if it's a planned leave. However if it's not a planned leave, we do brief them at the time of orientation that in case of emergency, call your manager/supervisor and inform them and also keep Mindlance respective Account Manager in loop.

In normal conditions, contractor follows this process and intimates the immediate supervisor/manager, if the contractor doesn't do it, Mindlance Account Manager sends a note to the point of contact at client.

In addition to this, we have successfully implemented a structured contractor relationship management group within the organization, with prime focus on retention and contingent worker service. We have hired regional Contractor Relationship Managers (CRMs) who are in regular touch with the field contingent workers/employees and if anything like this comes up they also inform the POCs at client if candidate is not able to connect with their managers.

### 2.4.3 CAPACITY OF OFFEROR - KNOWLEDGE OF PHOENIX MARKET

*2.4.3.1 Offeror shall provide three (3) recent (within the last 3 years) client/customer references from organizations of similar size and scope to the City for the services described herein. Include:*

- 2.4.3.1.1 Name of Organization;
- 2.4.3.1.2 Contact Name and Title
- 2.4.3.1.3 Service dates;
- 2.4.3.1.4 Number of temporary positions filled;
- 2.4.3.1.5 Number of recruitments conducted and positions filled;

#### **Mindlance 3 Company References:**

Mindlance is a proven prime vendor providing temporary Technical Recruiting & Staffing Services to various government agencies and other organizations including Universal Service Administrative Company (USAC), Federal Reserve Bank of New York and Pima County and has similar and highly relevant temporary IT staffing support experience. In addition to the past performance listed below, we have provided Technical Recruiting & Staffing Services to organizations like the Intel, Qualcomm, J&J, AMEX, Apple, Cigna Corporation, Travelers, Express Scripts, Cognizant Technology Solutions etc. (to name a few) in the central area. Mindlance has a proven history of providing IT staff support services and project based solutions to a diverse client base whose size and scope exceed those requested by the City of Glendale. Mindlance is presently serving 90+ clients with nearly 650+ IT consultants through its twelve regional office locations. Following is a representative list of recent past performances of Mindlance:

**Table 5: Mindlance List of Similar Current Past Performances**

Client's Name	Contract Title	Contract Duration	Contract Number	Contract Value	2 Point of Contacts
<b>Universal Service Administrative Company (USAC)</b> Address: 2000 L St. NW, Washington DC, 20036	IT staff augmentation Services	04/15/2011 to Present	USAC-IT-2010-10-22  AND  USAC-IT-2014-02-002.06	Value: \$9.6M N IDIQ contract with 30+ IT consultants placed till date with \$2.5MN value	Name: Keami Estep Phone: (202) 423-2654 Email: kestep@usac.org  Name: Larry Zhang Phone: (202) 572-5708 Email: lzhang@usac.org
<b>Qualcomm, Inc.</b> Address: 5880 Oberlin Drive, San Diego, CA 92121	Information Technology and IT Engineering Staffing Services	July 2007 - Present	Commercial Contract	\$17MN+ annually with 225+ IT consultants engaged at present.	Name: Kristy Mertz Phone: (858) 651-0302 Email: kmertz@qualcomm.com  Name: Ed Hidalgo Phone: (858) 651-2084 Email: edwardh@qualcomm.com



**EXHIBIT A**  
**Technical & Price Proposal**  
 Solicitation for Technical Recruiting & Staffing Services  
 City of Glendale  
 May 3, 2016

Client's Name	Contract Title	Contract Duration	Contract Number	Contract Value	2 Point of Contacts
<b>Apple, Inc.</b> Address: 1 Infinite Loop, Cupertino, CA 95014	IT Staffing Services	2012 – Present	Commercial Contract	\$10MN+ annually with 150+ consultants engaged at present.	Name: Chris Humphrey Phone: (303)-374-4330 Email: chumphrey@geometricresultsinc.com
<b>JRI America/Sumitomo Mitsui Banking Corporation (SMBC)</b> Address: 277 Park Ave, New York, N.Y. 10172	IT Consulting and Staffing Services	Feb 2003 - Present	Commercial Contract	\$11MN+ with 35+ IT consultants placed till date	Name: Raghu Vaddiyar Phone: (201) 577-3456 Email: rvaddiyar@jri-america.com
<b>Johnson &amp; Johnson</b> Address: One Johnson & Johnson Plaza, New Brunswick, New Jersey 08933	IT & Non-IT Staffing Services	06/2010 – Present	Commercial Contract	\$6.5MN+ annually	Name: Elaine Tsakon Phone: 908-552-5410 Email: JDipiet5@ITS.INJ.COM



**Reference # 1: Universal Service Administrative Company (USAC) – ‘Temporary IT Staffing Services’**

Universal Service Administrative Company (USAC)	
<b>Name of Agency</b>	<b>Universal Service Administrative Company (USAC)</b>
<b>Contract Number</b>	<b>USAC-IT-2010-10-22 and USAC-IT-2014-02-002.06</b>
<b>Prime or Subcontractor</b>	<b>Prime</b>
<b>Address of Agency</b>	<b>2000 L. St. NW, Washington DC, 20036</b>
<b>Period of Performance</b>	<b>April 2011 to Present</b>
<b>Contract Value</b>	<b>\$9.6M</b>
<b>Contract Type:</b>	<b>Time and Material</b>
<b>Type of Award:</b>	<b>Competitive</b>
Point of Contacts	
<b>Name:</b> Keami Estep <b>Title:</b> Contracts Administrator II <b>Organization:</b> USAC <b>Address:</b> 2000 L. St. NW, Washington DC, 20036 <b>Phone:</b> (202) 423-2654 <b>Email:</b> kestep@usac.org	<b>Name:</b> Larry Zhang <b>Title:</b> Manager of Application Delivery <b>Organization:</b> USAC <b>Address:</b> 2000 L. St. NW, Washington DC, 20036 <b>Phone:</b> (202) 572-5708 <b>Email:</b> lzhang@usac.org
Brief summary of services provided:	
<p><b>Overview of the Client:</b> The Universal Service Administrative Company (USAC) is an independent, not-for-profit corporation created in 1997 to collect universal service contributions from telecommunications carriers and administer universal support mechanisms (programs) designed to help communities across the country secure access to affordable telecommunications services. <b>USAC carries out its functions as the administrator of the federal universal service programs and universal service fund (USF) under the oversight of the Federal Communications Commission (FCC).</b></p> <p>Mindlance has successfully placed <b>30+ temporary IT consultants</b> under a competitive process in which USAC requests resources for terms up to 6 months in various skills and technologies.</p> <p>As of now, Mindlance has won several competitively bid task orders on this contract with a total value of over <b>\$2.5M+</b> and staffed these task orders with <b>30+ FTE's</b>.</p> <p><b>Overview of the Engagement:</b> Mindlance is assisting USAC with agreed upon rates for three (3) years with information technology (“IT”) temporary employment positions in: Oracle® Identity &amp; Access Manager (COREid) Software Developer, Documentum® Software Developer, Software Developer, Senior Software Developer/Software, Architect, Database Engineer, Production Control Specialist, Systems Analyst, Senior Systems, Analyst/Technical Project Manager, Security Analyst, Systems Administrator, Helpdesk Administrator, Systems Engineer (for Wide Area Network (“WAN”)), and Systems Engineer (for Systems).</p> <p><b>Descriptions of scope of work performed:</b> Mindlance responds to individual task orders or “Statements of Work” (SOW), which include a description of the tasks to be performed, term of assignment, and not-to exceed (NTE) price. We have successfully placed consultants on short term basis that are well received by various departments in the agency.</p>	

**IT Consultants Placed in following Labor Categories:**

- System Analyst
- Software Developer
- Software Architect
- Sr. Software Developer
- Sr. Microsoft Software Developer
- Software Engineer
- Documentum Developer
- J2EE Software Developer
- SharePoint Architect
- Senior .NET Architect
- Scrum Master
- Web Designer
- Web Developer
- Helpdesk Technician
- Help Desk Administrator

**IT Consultants provided to USAC in following service categories:**

**Software Development Services:**

At **USAC**, Mindlance has provided software developers/programmers for following projects:

Project # 1: Software Development to implement FCC mandated changes to 499A, 499Q and 498:

Project # 2: Software Development to implement FCC mandated changes

Project # 3: E-File redesign project.

Project # 4: Professional services to build OAM servers, roles, workflows to USAC.

Project # 5: Java Web Software Development for USAC's High Cost business application systems:

Project # 6: Java Development for RHC.

Project # 7: Java EE Software Development

Project # 8: Documentum® Software Development

Project # 9: Software Development for High Cost and Low Income (HCLI) disbursement systems

**Microsoft SharePoint Solutions Architecture services to *Universal Service Administrative Company***

**(USAC):** USAC has developed two very robust business applications using Microsoft SharePoint 2010 as the technology platform. These two applications make use of various development tools such as Microsoft InfoPath, SharePoint Designer, PowerPivot and Performance Point. Our Microsoft SharePoint Solutions Architect has supported USAC to review its current configuration management practices and tools used to deploy changes to these two applications to its production environment, and to make recommendations for improving and streamlining the process. Our SharePoint Solutions Architect has reviewed USAC's current processes and procedures, recommended changes that provided USAC with streamlined, repeatable process for managing changes to its SharePoint applications, and guided USAC in the implementation of those changes.

**Systems Analysis for RHC IT:** Mindlance has provided systems analysis support to **USAC** in the process of implementing an information system to support the Rural Health Care (RHC) program of the Universal Service Fund. Our Systems Analyst has assisted in the deriving requirements, testing and documenting the implementation on this project. Our systems analyst has supported during the all phases of the software development life cycle, and work with the agile development team to help elicit and document requirements, create system designs, and perform test and other quality assurance activities.



**Web Application Design/Development Services:** Mindlance has assisted USAC in developing a new application supporting one of the universal support fund programs. Web application graphical user interface design services were required to improve usability of the new application. Our Web Developer has worked with the USAC Rural Health Care Application Delivery (IT) and External Relations (ER) teams to provide graphic design support. The web developer has used CS4 suite, HTML 4, and CSS 2 for the web development.

**Help Desk Administration Services.**

**Relevancy:** We are presently assisting the High Cost program and we are well aware of the USAC needs in term of technical and organizational compatibility of the candidates. We have a database of candidates ready to assist USAC with its needs under this contract.

**Results Achieved:** Our consultants have satisfactorily performed their tasks and are well reviewed by their project managers. We have a very good understanding of USAC and are able to provide resumes on very short notice.

**(b) Unique Characteristics of the Project. Problems encountered and Corrective Actions taken:** We had an unfortunate incident when a candidate did not perform to the caliber that the resume and phone interviews indicated to. We immediately removed the candidate and did not charge USAC for time spent by him. In addition, we found a well-liked replacement within 24 hours and had him start within 3 days. Keeping with our corporate philosophy of complete customer satisfaction, we directed our recruiters to find the best available candidate with the hard to find skill set, Documentum Developer, without regards to bill rate while still keeping our commitment to the agreed upon rate to USAC.

**Reference # 2: Qualcomm – ‘Information Technology and IT Engineering Staffing Services’**

<b>Qualcomm, Inc.</b>	
<b>Name of Agency</b>	<b>Qualcomm, Inc.</b>
<b>Contract Number</b>	<b>Commercial Contract</b>
<b>Prime or Subcontractor</b>	<b>Prime</b>
<b>Address of Agency</b>	<b>500 Somerset Corporate Boulevard, Bridgewater, NJ 08807</b>
<b>Period of Performance</b>	<b>July 2007 – Present</b>
<b>Contract Value</b>	<b>\$17M+ (Annual)</b>
<b>Contract Type:</b>	<b>Time and Material</b>
<b>Type of Award:</b>	<b>Competitive</b>
<b>Point of Contacts</b>	
<b>Name:</b> Kristy Mertz <b>Title:</b> Manager Staffing at Qualcomm <b>Organization:</b> Qualcomm, Inc. <b>Address:</b> 5880 Oberlin Drive, San Diego, CA 92121 <b>Phone:</b> (858) 651-0302 <b>Email:</b> kmertz@qualcomm.com	<b>Name:</b> Ed Hidalgo <b>Title:</b> Senior Director, Staffing <b>Organization:</b> Qualcomm, Inc. <b>Address:</b> 5775 Morehouse Drive, San Diego, CA 92121 <b>Phone:</b> (858) 651-2084 <b>Email:</b> edwardh@qualcomm.com
<b>Brief summary of services provided:</b>	
<p><b>Qualcomm, Inc.</b> is a world leader in 3G and next-generation mobile technologies. As of now, Mindlance has won several competitively bid task orders and placed 1000+ IT Consultants on this contract with a total annual value of over <b>\$17M+</b> and staffed these task orders with currently <b>225 FTE's nationwide</b>.</p> <p><b>Overview of the Engagement:</b> Mindlance is providing IT Staffing services to Qualcomm for the last 8 years. Mindlance is supporting Qualcomm with agreed upon rates for duration of the contract with Information Technology and IT Engineering Staffing Services. Mindlance has provided IT Consultants with following skill sets: C/C++, Symbian, Android, WinCE, BREW, Java, J2EE, J2ME, Linux and System Testing.</p> <p><b>Descriptions of scope of work performed:</b> Mindlance responds to individual task orders or “Statements of Work” (SOW) released by Qualcomm, which include a description of the tasks to be performed, term of assignment, and not-to exceed (NTE) price. We have successfully placed consultants on short and long term basis that are well acknowledged by different internal departments of Qualcomm.</p> <p><b>IT Consultants Placed in following Labor Categories:</b></p> <ul style="list-style-type: none"> <li>▪ System Analyst</li> <li>▪ Java Developer</li> <li>▪ Program Analyst</li> <li>▪ Programmer Analyst</li> <li>▪ Senior Programmer Analyst</li> <li>▪ Senior Software Engineer</li> <li>▪ Software Engineer</li> <li>▪ Software Release Engineer</li> </ul>	

- Software Test Engineer
- Sr. Program Manager
- Test Engineer
- Test Technician
- Test Technician Specialist

**Relevancy:** We are presently supporting the Qualcomm on different projects on diverse technological platforms which are similar to the CITY OF GLENDALE requirements and scope of services for this contract. Mindlance is offering Qualcomm with qualified IT consultants on a short notice while keeping the costs down. As of now, we have placed 1000+ IT Consultants and currently serving 225+ IT consultants with duration of the engagement ranging from 6 months to over 1 year.

**Results Achieved:** Our consultants have successfully performed their tasks on time and within budget and are well appraised by Qualcomm project managers.

**(b) Unique Characteristics of the Project. Problems encountered and Corrective Actions taken:** We have not encountered any problems on this contract.

**Reference # 3: APPLE INC. – ‘Contingent IT Staffing Services’**

<b>Apple Inc.</b>	
<b>Name of Agency</b>	<b>Apple Inc.</b>
<b>Contract Number</b>	<b>Commercial</b>
<b>Prime or Subcontractor</b>	<b>Prime</b>
<b>Address of Agency</b>	<b>1 Infinite Loop, Cupertino, CA 95014</b>
<b>Period of Performance</b>	<b>2012 – Present</b>
<b>Contract Value</b>	<b>\$10MN+</b>
<b>Contract Type:</b>	<b>Time and Material/Firm Fixed</b>
<b>Type of Award:</b>	<b>Competitive</b>
<b>Point of Contact</b>	
<b>Name:</b> Chris Humphrey <b>Title:</b> Program Director, GRI MSP at Apple <b>Organization:</b> Apple Inc. <b>Address:</b> 1 Infinite Loop, Cupertino, CA 95014 <b>Phone:</b> (303)-374-4330 <b>Email:</b> chumphrey@geometricresultsinc.com	
<b>Brief summary of services provided:</b>	
<p><b>Overview of the client:</b> Apple Inc. is an American multinational technology company headquartered in Cupertino, California, that designs, develops, and sells consumer electronics, computer software, and online services.</p> <p><b>Overview of the Engagement:</b> Mindlance is providing Contingent IT Staffing Services to Apple with wide variety of IT consultants in different labor categories. Mindlance is supporting the Apple with agreed upon rates for duration of the contract with Contingent IT Staffing Services. <i><b>We are #1 Contingent IT Staffing Vendor to Apple.</b></i> Mindlance is providing IT &amp; Non-IT Staffing services to Apple Inc. for US locations. As of now, Mindlance has won several competitively bid task orders on this contract with a total annual value of over <b>\$10M+</b>. We currently have 150+ contractors as active head count and have placed 400+ contractors over the course of 4 years nationwide.</p> <p>Additionally Mindlance has executed a 175 member SOW project in Cupertino which is specific to digital IT skills category.</p> <p>Mindlance provides contingent staff in IT category support nationally on short and long term basis in following labor categories:</p> <p><b>Consultants Placed in following Labor Categories:</b></p> <ul style="list-style-type: none"> <li>▪ Web Application Developer</li> <li>▪ PMO Analyst</li> </ul>	

- Multimedia Specialist
- QA Automation Engineer
- Program Support Specialist
- Windows Software Engineer
- Image Annotations/ Data Entry
- Media Curator
- Developer Documentation Writer
- WW Demand Forecaster
- People Management
- iTunes Moderator
- Test Lap Equipment Operator
- SW QA & Ground Truth- Junior
- Maps QA- Automation Engineer, Python
- Maps POI Analyst - Junior
- Maps Data Test Engineer
- Maps Test Engineer
- Media Data Curator
- IAD Account Coordinator
- GIS/CAD Technician
- Maps POI Editor
- 3D Data QA and Touch Up
- Manual and Automation Web Tester
- Automation - UI Testing Engineer

**Relevancy:** Mindlance has supported various APPLE projects on projects similar to City of Glendale requirements. We have provided highly qualified consultants to APPLE on a very short notice at a competitive cost. We place 150+ consultants annually with duration of the engagement ranging from 6 months to above 1 year.

**Results Achieved:** We have consistently met contract schedules and budgetary limitations. Our IT consultants have received well recognition for their excellent performance from their respective managers.

**(b) Unique Characteristics of the Project. Problems encountered and Corrective Actions taken:**

Mindlance has successfully completed all projects and has not encountered any problems on this contract.



*2.4.3.2 Offeror shall describe their knowledge of the Phoenix market;*

**Mindlance Knowledge and Experience of the Phoenix, Arizona Market:**

Mindlance has local Phoenix office in the State of Arizona. Mindlance does not anticipate any challenges filling roles in this location; we have 10+ years' experience and candidate network supporting clients like Pima County, AMEX, Intel, Freescale, Express Script, Cigna, Humana, etc. Currently, we have over 250 temporary IT consultants supporting over 30 clients in State of AZ.

*2.4.3.3 Offeror shall describe their turnover rate of temporary assignment employees and retention rate for recruitments;*

Mindlance has less than 5% turnover rate of temporary assignment employees and 95% retention rate for recruitments.



## 2.4.4 PLACEMENT GUARANTEE

### *2.4.4.1 Offeror shall describe their placement guarantee;*

#### **Mindlance Placement Guarantee for Temporary Employees:**

1. Mindlance will remove any Contractor immediately, if CITY or its customer location is not satisfied with the performance of such Mindlance Contractor.
2. If CITY terminates the services of any Mindlance Contractor within the first ten (10) days of their assignment, CITY shall not be obligated to pay Mindlance for the Services of such dismissed Mindlance Contractor and Mindlance shall refund to CITY all amounts paid for such Mindlance Contractor's Services.
3. If CITY is not satisfied with the performance of any Mindlance Contractor and requests replacement after such ten (10) day period, CITY shall be required to pay for the services performed till the date of request, but shall be entitled to a refund of any sums paid to Mindlance for such Contractor's Services after the date of the replacement request.
4. Mindlance will replace any Contractor that CITY deems not qualified or otherwise not suitable to provide the Services and such replacement shall occur within five (5) business days after the request has been made. Mindlance will provide the resume(s) of replacement candidate(s) within 24 to 48 hours of notification from CITY with resource installation time within five (5) business days (in some instances it would even happen sooner).
5. Should a Mindlance Contractor become unavailable due to illness, termination or such other occurrence, Mindlance shall immediately replace such Contractor with another Contractor deemed qualified by CITY to complete the Scope of Work.

#### **Mindlance Placement Guarantee for Direct Hire Employees:**

Our 30-day direct hire placement guarantee reinforces our commitment to providing quality service to our clients. If a candidate leaves (without cause) or is discharged (with cause) during the guaranteed period, Mindlance will make every reasonable effort to refill the position at no charge to the CITY.

We will replace the employee or refund the service fees which have been paid to us by CITY, at the CITY's option, in the event that the employee hired through us terminates or is terminated from his or her position of employment, for any reason whatsoever, within thirty (30) days from the date the employee commenced said employment, provided that the employer notifies us, in writing, of all of the facts relating to the termination. This guarantee is not applicable in the event that the employment is terminated because the CITY has insufficient work for the employee.

### *2.4.4.2 Offeror shall describe their process to address a situation where the City is not satisfied with the temporary staff placed;*

Mindlance has built long-term relationships with its clients by being sensitive to their needs and by acting promptly to resolve any issues. Mindlance's issue escalation and problem resolution process empowers its clients to freely discuss its concerns and issues not just with the predefined escalation contacts within Mindlance but also with Mindlance's Senior Management. Mindlance guarantees response to its client within one (1) business day of escalation with firm corrective actions.

Mindlance's practice is to identify "issues" before they become "disputes." The company maintains constant contact with its clients as well as contractors to ensure full and complete communication. This

system also functions as an “Early Warning System” to identify problems before they become disputes. As soon as a potential issue is identified Mindlance’s team is empowered to resolve it immediately and as smoothly as possible.

The designated account Management team is fully empowered to take decisions and corrective action with respect to all contractor performance as well as account administration issues. These include but are not limited to:

- Mindlance Contractor’s performance issues
- Mindlance Contractor’s work conduct related issues
- Billing issues
- Relationship Management issues

These corrective actions may include one or more of the following depending on the particular circumstance:

- Contractor Counseling: Mindlance’s experience is that this step often achieves the desired result.
- Communication Management between the Contractor/Client Manager/Mindlance Account Manager/CRM
- Training on soft as well as technical skills
- Training/counseling on team working/team Management skills.
- Escalation to Mindlance Management for other action such as written reprimand up to and including termination.

In the event that an issue does become a dispute, Mindlance believes in resolving all client problems of any nature and type to client’s satisfaction. Mindlance’s priority is to maintain the clients’ business continuity due; hence, Mindlance’s service recovery policy ensures business continuity for its clients by arranging immediate replacement of contractor(s), if Mindlance’s corrective action plan does not satisfy client manager.

Mindlance’s service level agreement with its clients is to provide replacement resumes within 24 hours to 48 hours of such knowledge/ notification with resource installation time within 5 days of selection (in some instances it even happens sooner).

Mindlance always consults with the customer prior to terminating contractors deployed at client sites. This is to ensure that the customer is on board with the contractor termination and to effect a smooth transition. Additionally, Mindlance’s service recovery policy would ensure business continuity to clients by arranging immediate replacement of contractor. In such instances, Mindlance also proposes immediate remediation to avoid disruption to clients work via its bench of contractors in addition to providing replacement resumes.

Mindlance’s best practice is to notify the client well in advance of critical issues, if any with the contractor/s, so that the client is prepared. These issues could include contractor’s performance, attitude, attendance, code of conduct, work ethics, integrity, intellectual proprietary rights, sexual harassment etc.

While Mindlance makes best efforts to resort serious contractor issues via warning, if the contractor does not take acceptable corrective action, it leads to contractor termination.

Mindlance’s Account Manager is available 24x7 for resolving any issues escalation and resolution support. Any issues that are not resolved to the satisfaction of the client by Mindlance’s Account Manager

may be escalated at any point in time to Mindlance's Vice President and/or Mindlance's Executive Management Team, and response is guaranteed to the full satisfaction of the aggrieved party within 24 hours of being informed. Everyone at Mindlance is available to resolve client problems that may occur including the President of the organization.

*2.4.4.3 Offeror shall describe their process and replacement policy to address a situation where a temporary staff position leaves prior to the end of the assignment;*

**Mindlance Consultant Replacement Program:**

The objective for the Mindlance staffing practice is to deliver the right resources, at the right place, and at the right time - with optimum utilization of the client's budget. Mindlance has the ability to provide multiple alternate resources for a given assignment. In case a replacement is needed, a replacement of demonstrated similar quality, experience and knowledge can be provided with a minimum of delay.

Slightly more challenging is the unanticipated, emergency need for a replacement of an existing resource, or the addition of a new one. As stated earlier, given our proactive partnership with our clients, the requirement for a new resource rarely, if ever, is completely unanticipated. Even in the case of replacement / backfill needs, most of the time there is adequate planning time available. Client initiated requests for the replacement of a supplied resource are rare. And, while we have our share of employees leaving for other opportunities – at an average of 5% annually, a significantly lower rate than the Industry averages – typically they will give us adequate notice before leaving. The mutual respect which forms the touchstone of our culture ensures that they give us at least 2 weeks of notice, and will frequently work with their new employers for additional time to transition their work, if needed.

All of the above notwithstanding, unanticipated, emergency needs for the replacement of an existing resource, or the addition of a new one, do occur. In the odd case, an employee will leave without adequate notice. And, despite all the checks and balances – including final interviews by the client – a new resource is found to be unsuitable in practice, and this becomes clear within the first seven days on the job. At such a time, we immediately tap into all of our bench strength strategies to quickly come up with the required new / replacement resource.

First Mindlance will reach out to at our own available and qualified bench of pre-screened professionals which are available for immediate deployment at client site (subject to client review/approval and completion of client-mandated background and drug testing process.

Next, as mentioned in the section above, we have an established and proven strategy on “Resourcing and Subcontractor Management” which enables us to meet the contingency in an appropriate manner. We classify our resource partners into three tiers:

- **Tier 1** - Contract teaming partners.
- **Tier 2** - Current subcontractors.
- **Tier 3** - Our technology partners.

The partners enable us to provide our customers with access to specialists and a large pool of other resources. In order to effectively manage our subcontractors, Mindlance has instituted a proven subcontract management plan.



We believe in absolute customer responsiveness and long-term relationships, so in situations like these we give quality of resource and time of turnaround a much higher consideration than the profitability / margin on that one resource.

The client's business continuity must be maintained. Given that, we will immediately replace any contractor, if our corrective action plan is deemed unsatisfactory or during extended illness or leave of absence of more than 2 weeks. Mindlance will provide replacement resumes within 24-48 hours of notification with a resource installation time within 5 days of selection. Mindlance can also propose immediate replacements from our bench of contractors in addition to providing replacement resumes.

Mindlance's service level agreement with its clients is to provide replacement resumes within 24 hours to 48 hours of such knowledge/ notification with resource installation time within 5 days of selection (in some instances it even happens sooner).

## 2.4.5 PRICING STRUCTURE

*2.4.5.1 Offeror's shall bid in accordance with the pricing structure as outlined in Section 5. While cost is a significant factor in the determination of award, it is not the only factor. The award will not be based on price alone, nor will it be based solely upon the lowest fees submitted.*

**Please refer our response to 'TAB III: Section 2.3.3 - PRICE SHEET' provided above.**

**EXHIBIT B**  
**TECHNICAL RECRUITING & STAFFING**  
**COMPENSATION**

**METHOD AND AMOUNT OF COMPENSATION**

Temporary Technical Staff Positions: Mindlance Inc. shall charge the City 37% on top of the candidate's hourly rate as reflective on the attached Exhibit B.

Direct Hire: Mindlance Inc. shall charge the City a 18% fee for Direct Hire staff. Exact percentages are reflected on the attached Exhibit B.

**NOT-TO-EXCEED AMOUNT**

The total amount of compensation paid to Contractor for full completion of all work required by the Project during the entire term of the Project must not exceed \$300,000 for the entire Term of the Contract including extensions.

**DETAILED PROJECT COMPENSATION**

The City may use this Contract to fill certain IT positions across all departments. The attached Exhibit B provides additional information for how the direct hire and temporary technical staffing positions will be calculated.



### 3. TAB III: 2.3.3 PRICE SHEET (SECTION 5.0)

 <b>GLendale</b>	<b>City of Glendale</b> <b>Materials Management</b> <b>Solicitation Number: RFP 16-42</b> <b>TECHNICAL RECRUITING &amp; STAFFING</b>	<b>CITY OF GLENDALE</b> <b>Materials Management</b> <b>5850 West Glendale</b> <b>Avenue, Suite 317</b> <b>Glendale, Arizona 85301</b>
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**5.0 PRICE SHEET – Complete Sections 5.1 through 5.4. If additional lines are needed in sections 5.1 and 5.2, use the exact layout as provided.**

**5.1 DIRECT HIRE:** Contractor shall submit a price sheet that contains the Technical Job Title, the approximate annual salary based on Phoenix market, Percentage Charged to City, and the Current Candidate Pool Available as of the submission date of proposal. **The price sheet may submitted in Excel (.xls or .xlsx) or Word (.doc or .docx) format. IF NOT BIDDING ON ANY ONE OF THE POSITIONS LISTED ENTER "NO BID" IN THE "Current Candidate Pool Available" COLUMN.**

\*This is the percentage charged to the City and is based on the Candidates first year salary.


Technical Job Title	Approximate Phoenix Market Annual Salary	Rate (*Percentage Charged to City)	Current Candidate Pool Available
<b>Systems Analyst – I</b> (1-3 Years' Experience)	<b>\$40,000.00</b>	<b>18%</b>	<b>15</b>
<b>Systems Analyst – II</b> (4-8 Years' Experience)	<b>\$80,000.00</b>	<b>18%</b>	<b>9</b>
<b>Systems Analyst – III</b> (8+ Years' Experience)	<b>\$90,000.00</b>	<b>18%</b>	<b>8</b>
<b>Systems Administrator – I</b> (1-3 Years' Experience)	<b>\$60,000.00</b>	<b>18%</b>	<b>19</b>
<b>Systems Administrator – II</b> (4-8 Years' Experience)	<b>\$85,000.00</b>	<b>18%</b>	<b>24</b>
<b>Systems Administrator – III</b> (8+ Years' Experience)	<b>\$97,000.00</b>	<b>18%</b>	<b>13</b>
<b>Network Engineer – I</b> (1-3 Years' Experience)	<b>\$62,000.00</b>	<b>18%</b>	<b>19</b>
<b>Network Engineer – II</b> (4-8 Years' Experience)	<b>\$85,000.00</b>	<b>18%</b>	<b>21</b>
<b>Network Engineer – III</b> (8+ Years' Experience)	<b>\$100,000.00</b>	<b>18%</b>	<b>10</b>
<b>Database Administrator – I</b> (1-3 Years' Experience)	<b>\$65,000.00</b>	<b>18%</b>	<b>24</b>



**Technical & Price Proposal**  
Solicitation for Technical Recruiting & Staffing Services  
City of Glendale  
May 3, 2016

<b>Technical Job Title</b>	<b>Approximate Phoenix Market Annual Salary</b>	<b>Rate (*Percentage Charged to City)</b>	<b>Current Candidate Pool Available</b>
<b>Database Administrator – II</b> (4-8 Years' Experience)	<b>\$95,000.00</b>	<b>18%</b>	<b>27</b>
<b>Database Administrator – III</b> (8+ Years' Experience)	<b>\$115,000.00</b>	<b>18%</b>	<b>18</b>
<b>Network Engineer (SCADA Experienced) – I</b> (1-3 Years' Experience)	<b>\$64,000.00</b>	<b>18%</b>	<b>7</b>
<b>Network Engineer (SCADA Experienced) – II</b> (4-8 Years' Experience)	<b>\$90,000.00</b>	<b>18%</b>	<b>5</b>
<b>Network Engineer (SCADA Experienced) – III</b> (8+ Years' Experience)	<b>\$115,000.00</b>	<b>18%</b>	<b>4</b>
<b>Control System Engineer – I</b> (1-3 Years' Experience)	<b>\$70,000.00</b>	<b>18%</b>	<b>6</b>
<b>Control System Engineer – II</b> (4-8 Years' Experience)	<b>\$95,000.00</b>	<b>18%</b>	<b>5</b>
<b>Control System Engineer – III</b> (8+ Years' Experience)	<b>\$120,000.00</b>	<b>18%</b>	<b>3</b>



 <b>City of Glendale</b> <b>Materials Management</b> <b>Solicitation Number: RFP 16-42</b> <b>TECHNICAL RECRUITING &amp; STAFFING</b>	<b>CITY OF GLENDALE</b> Materials Management 5850 West Glendale Avenue, Suite 317 Glendale, Arizona 85301
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- 5.2 TEMPORARY TECHNICAL STAFF:** Contractor shall submit a price sheet that contains the Technical Job Title, Technical Job Description, typical time frame / number of business days when a candidate can be made available, the hourly rate provided to candidate, Contractor mark-up charged to the City per hour, and total hourly rate charged to the City. **The price sheet may submitted in Excel (.xls or .xlsx) or Word (.doc or .docx) format. IF NOT BIDDING ON ANY ONE OF THE POSITIONS LISTED ENTER "NO BID" IN THE "Total Hourly Rate Charged to the City" COLUMN.**

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
<b>Systems Analyst – I</b> (1-3 Years' Experience)	Ability to multitask and work under pressure. Experience following oral and written directions as they relate to the functions of the job. Strong problem solving and troubleshooting skills. Deep working knowledge of Microsoft Office products, including Word, Excel, and PowerPoint. Must possess excellent communication skills. Experience managing an Active Directory server preferred	15 days	\$25.00	37%	\$34.00
<b>Systems Analyst – II</b> (4-8 Years' Experience)	Analyze user interfaces, maintain hardware and software performance tuning, analyze workload and computer usage, maintain interfaces with outside systems, analyze downtimes, and analyze proposed system modifications, upgrades and new COTS. Analyze the problem and the information to be processed. Define the problem, and develops system requirements and program specifications, from which programmers prepare detailed flow charts, programs, and tests. Coordinate closely with programmers to ensure proper implementation of program and system specifications. Develop, in conjunction with functional users, system alternative solutions.	15 days	\$45.00	37%	\$62.00
<b>Systems Analyst – III</b> (8+ Years' Experience)	Serve as a liaison between business areas and the IT organization and vendors in coordination with project managers to provide technical solutions that address user needs. Develop costs estimates for the planning of new systems/enhancements for assigned systems. Develop, write, and communicate systems design, functional	15 days	\$60.00	37%	\$82.00



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	system specifications and functional architecture analysis. Ensure completeness of technical requirements and functional architecture analysis for the design and implementation of system business solutions. Identify gaps or issues. Provide technical guidance on the business impact and opportunities, as needed.				
<b>Systems Administrator – I</b> (1-3 Years' Experience)	Installs new software releases and system upgrades, evaluates and installs patches, and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision.	15 days	\$35.00	37%	\$48.00
<b>Systems Administrator – II</b> (4-8 Years' Experience)	Maintain and improve our fully virtualized production environment. Day-to-day operational support of data center production environment as well as internal company IT offerings, such as remote access, proxies and software hosted by the operations team Participate in projects to design and implement new technology solutions, meet specific business needs, solve problems. Provision and maintain servers, network equipment, storage devices, and other related infrastructure components. Contribute to and maintain documentation for systems, processes, procedures and infrastructure configuration.	15 days	\$50.00	37%	\$69.00
<b>Systems Administrator – III</b> (8+ Years' Experience)	Installs and supports server and desktop technologies for centralized division and/or facility equipment including operating system maintenance, application maintenance, image archive, disaster recovery. Designs, configures and maintains division based VM Ware environment for division and facilities. Design, configure and administer Works with engineering team to ensure proper design, implementation and support. Provides On-call support (24x7) to assist with troubleshooting, escalation, or recovery of failing equipment.	15 days	\$65.00	37%	\$89.00
<b>Network Engineer – I</b> (1-3 Years' Experience)	Network design, system integration and configuration, and installation of various enterprise applications. Provide ongoing network and system support for simulation	15 days	\$35.00	37%	\$48.00



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	testing and integration of vendor software and equipment. Duties will include performing network scans to detect security vulnerabilities. Designs and deploys company LANs, WANs, and wireless networks, including Routers, Switches, Firewalls, load balancers, and other hardware.				
<b>Network Engineer – II</b> (4-8 Years' Experience)	Under minimal supervision, performs duties related to the evaluation, selection, installation and support of network communications, including LAN/WAN and security systems. Performs, system backups and recovery and oversees new and existing equipment, hardware, and software upgrades. Monitors network performance and troubleshoots problems. Tracks significant problems, monitors performance and performs upgrades to hardware and software as required.	15 days	\$50.00	37%	\$69.00
<b>Network Engineer – III</b> (8+ Years' Experience)	Provides evaluation, engineering/design and implementation services for new products, technologies and solutions to address corporate business requirements. Provides escalation support to Tier 1 and 2 engineers. Demonstrates creativity and takes initiative in problem solving. Resolves or facilitates resolution of complex problems for assigned program. Has a thorough and comprehensive mastery of supported platforms/products and environments. Focuses the majority of time on complex engineering, architectural and implementation tasks.	15 days	\$70.00	37%	\$96.00
<b>Database Administrator – I</b> (1-3 Years' Experience)	The Database Administrators role is to provide expertise and execution in the creation, management, and quality of SQL Server databases, schemas, and queries. The database administrator must provide specific technical depth of database platform and infrastructure knowledge and skills that cover a broad range of disciplines including systems design, storage design, data modeling, data warehousing design, and other data delivery technologies. The candidate will work closely with the Manager of System Engineering, senior DBAs, Customer Engagement, Architecture and Planning, and Product Development team leaders	15 days	\$45.00	37%	\$62.00
<b>Database Administrator – II</b> (4-8 Years' Experience)	Administer, test, and implement computer databases, applying knowledge of database management systems. Coordinate	15 days	\$65.00	37%	\$89.00



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	changes to computer databases. Provide a performing and secure environment to handle the vital data of the company, by installing, administering and creating backup for the databases. Responsible for database (DB) planning, design and implementation. Analyze and initiate configurations and other changes within the system per user business needs. Balance business requirements with technical feasibility and set expectations on new projects. Ensure Database security by maintaining the current environment and keeping it updated. Carry out storage and capacity planning. Provide DB services by responding to incoming issues and requests via tracking systems (Service-Now) and proactively monitoring system for problems. Monitor Performance and Tuning.				
<b>Database Administrator – III</b> (8+ Years' Experience)	Monitor and optimize system performance using index tuning, disk optimization, and other methods. Install, configure, troubleshoot, and maintain a database system. Implement, configure, and troubleshoot database instances, replication, backup, partitions, storage, and access. Set user privileges within the database environment. Administer DB installation, configuration, upgrade, and migration. Ensure Backup and recovery. Ensure Database security by maintaining the current environment and keeping it updated. Carry out storage and capacity planning. Provide DB services by responding to incoming issues and requests via tracking systems (Service-Now) and proactively monitoring system for problems. Monitor Performance and Tuning.	15 days	\$78.00	37%	\$107.00
<b>Network Engineer</b> (SCADA Experienced) – I (1-3 Years' Experience)	Network design, system integration and configuration, and installation of various enterprise applications. Provide ongoing network and system support for simulation testing and integration of vendor software and equipment. Duties will include performing network scans to detect security vulnerabilities. Designs and deploys company LANs, WANs, and wireless networks, including Routers, Switches, Firewalls, load balancers, and other hardware.	15 days	\$40.00	37%	\$55.00

Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
<b>Network Engineer (SCADA Experienced) – II</b> (4-8 Years' Experience)	Under minimal supervision, performs duties related to the evaluation, selection, installation and support of network communications, including LAN/WAN and security systems. Performs, system backups and recovery and oversees new and existing equipment, hardware, and software upgrades. Monitors network performance and troubleshoots problems. Tracks significant problems, monitors performance and performs upgrades to hardware and software as required.	<b>15 days</b>	<b>\$65.00</b>	<b>37%</b>	<b>\$89.00</b>
<b>Network Engineer (SCADA Experienced) – III</b> (8+ Years' Experience)	Provides evaluation, engineering/design and implementation services for new products, technologies and solutions to address corporate business requirements. Provides escalation support to Tier 1 and 2 engineers. Demonstrates creativity and takes initiative in problem solving. Resolves or facilitates resolution of complex problems for assigned program. Has a thorough and comprehensive mastery of supported platforms/products and environments. Focuses the majority of time on complex engineering, architectural and implementation tasks.	<b>15 days</b>	<b>\$75.00</b>	<b>37%</b>	<b>\$103.00</b>
<b>Control System Engineer – I</b> (1-3 Years' Experience)	Participate in the development and implementation of control systems for a broad range of experimental equipment. Standard hardware platforms and protocols include VME, Allen Bradley PLC, ModBus, Serial, and Ethernet. Develop and deploy EPICS (Experimental Physics and Industrial Control System) software in support of user operations at DCS. Conduct maintenance and upgrades for: beamline and equipment controls, custom instrumentation, data acquisition hardware and software, data storage and back-ups, and network hardware and software. Manage maintenance of Windows servers and Linux workstations, deployment of computers for laboratory usage, and data backup procedures and systems.	<b>15 days</b>	<b>\$50.00</b>	<b>37%</b>	<b>\$69.00</b>
<b>Control System Engineer – II</b> (4-8 Years' Experience)	The Control Systems Engineer will perform hands-on integration and test of control systems hardware and software. This position requires experience with Servo Control design, Matlab Simulink and State flow development tools. Creates, plans, and performs engineering design, development, analysis, experimentation,	<b>15 days</b>	<b>\$65.00</b>	<b>37%</b>	<b>\$89.00</b>



Technical Job Title	Technical Job Description	Able to provide candidate within (x) days of request	Candidate's Hourly Rate (A)	Contractor Mark-up charged to the City (B)	Total Hourly Rate Charged to the City (A x B)
	test, and/or product assurance tasks of moderate complexity for assigned portions of a project. Ensures tasks meet cost, quality, schedule, and performance requirements. Applies engineering design and/or analytical theory, principles, techniques and practices to a portion of a technical project.				
Control System Engineer – III (8+ Years' Experience)	The Control Systems Engineer will be part of a team of top software developers/engineers to create a smart ecosystem of integrated research equipment that accelerates product development & creates new business opportunities. Responsibilities include code development, testing specific functionality of the product, analyzing test results, verifying fixes, providing feedback in the product design and specification process, implementation, support, and enhancement of automated system software programs used in agricultural research. This position will participate in generating engineering requirements and design reviews. This is a unique and exciting opportunity for a dynamic individual who loves to work in a creative, ground-breaking engineering-minded environment.	15 days	\$80.00	37%	\$110.00

5.3 **PAYMENT** The Contractor shall provide monthly statements of itemized services. Payment will be reviewed and approved by the Contract Administrator or designee.

5.4 **TAX AMOUNT** Do not include any use tax or federal tax in your proposal. The City is exempt from the payment of federal excise tax and will add use tax as applicable.

**OFFEROR NAME: Mindlance Inc.**

**EXHIBIT C**  
**TECHNICAL RECRUITING & STAFFING**  
**DISPUTE RESOLUTION**

**1. Disputes.**

- 1.1 Commitment. The parties commit to resolving all disputes promptly, equitably, and in a good-faith, cost-effective manner.
- 1.2 Application. The provisions of this Exhibit will be used by the parties to resolve all controversies, claims, or disputes ("Dispute") arising out of or related to this Agreement-including Disputes regarding any alleged breaches of this Agreement.
- 1.3 Initiation. A party may initiate a Dispute by delivery of written notice of the Dispute, including the specifics of the Dispute, to the Representative of the other party as required in this Agreement.
- 1.4 Informal Resolution. When a Dispute notice is given, the parties will designate a member of their senior management who will be authorized to expeditiously resolve the Dispute.
  - a. The parties will provide each other with reasonable access during normal business hours to any and all non-privileged records, information and data pertaining to any Dispute in order to assist in resolving the Dispute as expeditiously and cost effectively as possible;
  - b. The parties' senior managers will meet within 10 business days to discuss and attempt to resolve the Dispute promptly, equitably, and in a good faith manner, and
  - c. The Senior Managers will agree to subsequent meetings if both parties agree that further meetings are necessary to reach a resolution of the Dispute.

**2. Arbitration.**

- 2.1 Rules. If the parties are unable to resolve the Dispute by negotiation within 30 days from the Dispute notice, and unless otherwise informal discussions are extended by the mutual agreement, the parties may agree, in writing, that the Dispute will be decided by binding arbitration in accordance with Commercial Rules of the AAA, as amended herein. Although the arbitration will be conducted in accordance with AAA Rules, it will not be administered by the AAA, but will be heard independently.
  - a. The parties will exercise best efforts to select an arbitrator within 5 business days after agreement for arbitration. If the parties have not agreed upon an arbitrator within this period, the parties will submit the selection of the arbitrator to one of the principals of the mediation firm of Scott & Skelly, LLC, who will then select the arbitrator. The parties will equally share the fees and costs incurred in the selection of the arbitrator.
  - b. The arbitrator selected must be an attorney with at least 10 years experience, be independent, impartial, and not have engaged in any business for or adverse to either Party for at least 10 years.
- 2.2 Discovery. The extent and the time set for discovery will be as determined by the arbitrator. Each Party must, however, within ten (10) days of selection of an arbitrator deliver to the other Party copies of all documents in the delivering party's possession that are relevant to the dispute.
- 2.3 Hearing. The arbitration hearing will be held within 90 days of the appointment of the arbitrator. The arbitration hearing, all proceedings, and all discovery will be conducted in Glendale, Arizona unless otherwise agreed by the parties or required as a result of witness location. Telephonic hearings and other reasonable arrangements may be used to minimize costs.

- 2.4 Award. At the arbitration hearing, each Party will submit its position to the arbitrator, evidence to support that position, and the exact award sought in this matter with specificity. The arbitrator must select the award sought by one of the parties as the final judgment and may not independently alter or modify the awards sought by the parties, fashion any remedy, or make any equitable order. The arbitrator has no authority to consider or award punitive damages.
- 2.5 Final Decision. The Arbitrator's decision should be rendered within 15 days after the arbitration hearing is concluded. This decision will be final and binding on the Parties.
- 2.6 Costs. The prevailing party may enter the arbitration in any court having jurisdiction in order to convert it to a judgment. The non-prevailing party shall pay all of the prevailing party's arbitration costs and expenses, including reasonable attorney's fees and costs.

3. **Services to Continue Pending Dispute.** Unless otherwise agreed to in writing, Contractor must continue to perform and maintain progress of required services during any Dispute resolution or arbitration proceedings, and City will continue to make payment to Contractor in accordance with this Agreement.

4. **Exceptions.**

- 4.1 Third Party Claims. City and Contractor are not required to arbitrate any third-party claim, cross-claim, counter claim, or other claim or defense of a third-party who is not obligated by contract to arbitrate disputes with City and Contractor.
- 4.2 Liens. City or Contractor may commence and prosecute a civil action to contest a lien or stop notice, or enforce any lien or stop notice, but only to the extent the lien or stop notice the Party seeks to enforce is enforceable under Arizona Law, including, without limitation, an action under A.R.S. § 33-420, without the necessity of initiating or exhausting the procedures of this Exhibit.
- 4.3 Governmental Actions. This Exhibit does not apply to, and must not be construed to require arbitration of, any claims, actions or other process filed or issued by City of Glendale Building Safety Department or any other agency of City acting in its governmental permitting or other regulatory capacity.