

RESOLUTION NO. _____

A RESOLUTION AUTHORIZING THE CHIEF INFORMATION OFFICER TO EXECUTE A CONTRACT WITH ZYCRON INFORMATION TECHNOLOGY SERVICES & SOLUTIONS AS THE PROVIDER OF PROFESSIONAL SERVICES FOR THE DEPARTMENT OF INFORMATION TECHNOLOGY FOR THE PERIOD OF ONE (1) YEAR BEGINNING MARCH 1, 2016 THROUGH MARCH 1, 2017 (WITH THE OPTION TO EXTEND FOR TWO (2) ADDITIONAL YEARS), FOR AN AMOUNT NOT TO EXCEED ONE MILLION DOLLARS (\$1,000,000.00) PER CONTRACT YEAR.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, it is hereby authorizing the Chief Information Officer to execute a contract with Zycron Information Technology Services & Solutions as the provider of professional services for the Department of Information Technology for the period of one (1) year beginning March 1, 2016 through March 1, 2017 (with the option to extend for two (2) additional years), for an amount not to exceed \$1 million per contract year.

ADOPTED: _____, 2016

/mem

City of Chattanooga



Resolution/Ordinance Request Form

Date Prepared: March 14, 2016

Preparer: D. Brent Messer, CIO/chp

Department: Information Technology

Brief Description of Purpose for Resolution/Ordinance: Res./Ord.# _____ Council District # ALL

A resolution authorizing the Chief Information Officer (CIO) to execute a contract with Zycron Information Technology Services & Solutions as the provider of Professional Services for to the Department of Information Technology for the period of one year beginning March 1, 2016 through March 1, 2017 (with the option to extend for two (2) additional years) for an amount not to exceed \$1,000,000.00 per contract year

Original Resolution # _____ Overall life of the contract, purchases are not expected to exceed \$1,000,000.00

Name of Vendor/Contractor/Grant, etc. Zycron
Total project cost \$ 1,000,000
Total City of Chattanooga Portion \$ 1,000,000
City Amount Funded \$ _____
New City Funding Required \$ _____
City's Match Percentage % _____

New Contract/Project? (Yes or No) Yes
Funds Budgeted? (YES or NO) Yes
Provide Fund 1100
Provide Cost Center A00501
Proposed Funding Source if not budgeted _____
Grant Period (if applicable) _____

List all other funding sources and amount for each contributor.

Amount(s)

\$ _____

Grantor(s)

Agency Grant Number _____

CFDA Number if known _____

Other comments: (Include contingency amount, contractor, and other information useful in preparing resolution)

Approved by: D. Brent Messer, CIO

Reviewed by: FINANCE OFFICE

DESIGNATED OFFICIAL/ADMINISTRATOR

Please submit completed form to @budget, City Attorney and City Finance Officer

Revised: October, 2011



MASTER CONSULTING SERVICES AGREEMENT

This Agreement (“Agreement”) is made as of **DATE** (“Effective Date”) by **Zycron, Inc.** (“Consultant”), a Tennessee corporation located at **413 Welshwood Drive, Nashville, TN 37211** (Federal EIN # 62-1509827) and City of Chattanooga (“Customer”) having its principal place of business at 101 East 11th Street, Chattanooga, TN 37402.

The parties agree as follows:

1. Consulting Services to be Provided by Consultant

The Consultant shall provide Customer with advice and consultation (“Services”) in the form and manner provided in Statements of Work, which are signed by an authorized representative of each party, such Statements of Work shall become part of this Agreement as Exhibits. The Consultant shall perform the obligations described in each Statement of Work in a timely and competent manner to the reasonable satisfaction of the Customer. The Consultant shall not delegate the performance of the Statement of Work without Customer’s written consent.

2. Fees and Expenses for Staff Augmentation

Customer shall pay the Consultant at the rates set forth in the Statements of Work for work performed in the Consultant offices and for services performed on-site. Consultant shall pay for any travel expenses incurred by the Consultant in the performance of this Agreement.

Unless otherwise stated in the Statement of work, Customer shall pay the Consultant within thirty (30) days of the date the Consultant submits the applicable invoice and all supporting documentation.

3. Fees and Expenses for Permanent Placement

Customer shall pay the Consultant a fee equal to 20% of the candidate’s base salary. All determinations regarding salary shall be made by Customer in its sole discretion. If the candidate identified by Consultant is hired by Customer, Consultant shall promptly invoice Customer for the fee described in this section. Customer shall pay the fee within thirty (30) days of its receipt of the invoice or within 30 days of the date of hire, whichever occurs later.

DIRECT EMPLOYMENT: After a period of six months of employment, (minimum 1000 billable hours) the Zycron contractor can be hired as a full-time employee of CLIENT with no fee due to Zycron. If the contractor has worked less than 1000 billable hours, CLIENT still has the option to extend a fulltime offer, however a placement fee will be assessed on a prorated basis based on a 15% placement fee of candidate’s first year’s earnings.

4. Termination of Employee

If Customer hires a candidate identified by Consultant and, during the first sixty (60) days of employment, such candidate voluntarily terminates his or her employment or is terminated by Customer for any reason, Customer may, at its sole option, require Consultant to either:

- i. Return fifteen (15%) percent of the fee paid to Consultant
- ii. Request the Consultant to conduct a search for a replacement candidate at no charge

Consultant will promptly and diligently comply with either request. If Customer requests return of its placement fee, Consultant will refund this fee within thirty (30) days of Customer's request.

4.1 If Consultant suggests a candidate who has already been identified by another Consultant or who has already been introduced to Customer in some other manner, Customer shall promptly notify Consultant that the candidate has already been identified. If Customer subsequently hires such a candidate, Customer shall not owe Consultant the fee described in Section 3 above.

5. Rights to Development

The Consultant hereby grants Customer ownership of any information, documentation, methodology developed by the Consultant for Customer, including but not limited to, sharing of this information, documentation, methodology to other Customer departments. Further, the Consultant agrees that Customer may modify or change any information, documentation, methodology developed for Customer by Consultant, if desired, to meet requirements of the Customer.

6. Warranties by Consultant

The Consultant represents and warrants to Customer that (i) it has the experience and ability to perform the services required by this Agreement; (ii) that it will perform said services in a professional, competent and timely manner; (iii) that it has the power to enter into and perform this Agreement; (iv) it has acquired all rights to any information or documentation owned by third parties, if any, included in the services provided by the Consultant to Customer; and (v) that its performance of this Agreement shall not infringe upon or violate the rights of any third party or violate any federal, state and municipal laws. The Consultant hereby agrees to indemnify, defend, and hold harmless Customer from and against any judgments, damages, costs and expenses, including attorney's fees, that all information, documentation, methodology supplied by the Consultant does not infringe upon a third party's copyright, patent rights, or property or publicity rights. However, Customer will not determine or exercise control as to general procedures or formats necessary to have these services meet Customer's satisfaction.

7. Patents and Copyright

The Consultant shall not have any liability for a claim alleging that any deliverable provided by the Consultant accordance with this Agreement infringes a United States patent or copyright if the alleged infringement was developed based on information furnished by Customer or if the alleged infringement is the result of a modification made knowingly by the Customer. The Consultant is responsible for all alleged infringements except those mentioned above.

8. Termination

Unless otherwise stated in the Statements of Work, the Customer may terminate this Agreement at any time by giving the Consultant written notice of termination no less than fourteen (14) days prior to the requested termination date; however, Customer shall pay the Consultant for work performed prior to the Consultant's receipt of notice of termination. The Consultant's obligations terminate upon the Consultant's completion of the applicable Statement of Work, unless agreed to by the Customer, or if terminated early by the Customer.

9. Indemnification

Each party shall indemnify and hold harmless the other party, its trustees, officers, agents and employees, from any judgments, damages, costs and expenses, including reasonable attorneys' fees, from any claim, action or proceeding to the extent arising out of its own negligent acts or omissions in

the performance of this Agreement. Indemnitor's obligations as set forth in the preceding sentence are conditioned upon (i) Indemnitee promptly notifying Indemnitor of any claim, demand or action, or any incident of which Indemnitee has actual or constructive knowledge, which may reasonably result in a claim, demand or action, and for which Indemnitee will look to Indemnitor for indemnification under this Section, (ii) Indemnitee, its directors, officers, agents, and employees, cooperating fully with Indemnitor in Indemnitor's investigation and review of any such claim, action or incident, and (iii) Indemnitee not entering into any admissions, agreements or settlements which may affect the rights of Indemnitee or Indemnitor without the prior written consent and approval of Indemnitor. Indemnitor reserves the right, in its sole discretion, to assume the defense of Indemnitee in any such claim, action or proceeding.

10. Reports/Insurance

The Consultant shall prepare and deliver appropriate and timely reports to Customer each week in accordance with the scheduled dates within each Statement of Work.

The Consultant shall, for the period of time any of its personnel performs services on customer's premises, secure and maintain with respect to such personnel adequate Worker's Compensation Insurance.

The Consultant shall maintain for the term of this Agreement comprehensive general liability insurance, including broad form contractual in a minimum amount of \$1,000,000/\$3,000,000. The coverage shall bear an endorsement precluding cancellation or reduction of coverage. The policy of insurance shall act as a primary insurance and no coverage of Customer shall be called upon to contribute to a loss.

The Consultant shall procure and maintain for the term of this Agreement errors and omissions insurance, in a minimum amount of \$1,000,000/\$3,000,000 in coverage for all of its personnel who may participate in this Agreement. Such coverage shall be for a minimum of five (5) years following expiration or termination of this Agreement and shall provide for a retroactive date no later than the inception date of this Agreement.

The Consultant shall provide Customer with Certificates of Insurance evidencing the above coverage. The coverage shall bear an endorsement precluding cancellation or reduction of coverage.

11. Confidential Information

The parties hereto agree to maintain in confidence and will not disclose to third parties or use, any confidential information that is disclosed to one by the other party, except:

1. Information known prior to the disclosure thereof as established by written records kept in the normal course of business;
2. Information that is known or becomes known to the public through no fault of that party;
3. Information disclosed by a third party who to that party's knowledge has no obligation of confidentiality to the other party;
4. Information developed by personnel of one party independent of the research under this Agreement;
5. In the event that confidential information is required to be disclosed pursuant to subsection the party who will be making such information available as required by law or regulation shall notify the original disclosing party to allow the original disclosing party to assert, whatever exclusions or exemptions may be available to it under such law or regulation.

12. Media Each party agrees it will not use the other party's name, marks, or logos in any advertising, promotional material, press release, publication, public announcement, or through other media, written or oral, without the prior written consent of the other party.

13. Independent Contractor Status

The Consultant performs this Agreement as independent contractor, not as an employee of Customer. Nothing in this Agreement is intended to construe the existence of a partnership, joint venture, or agency relationship between Customer and the Consultant.

14. Non-solicitation of Consultant Employees

Customer shall not solicit the employees of the Consultant providing services under this Agreement for the term of this agreement and for a period of twelve (12) months after termination of this Agreement. In the event Customer solicits and hires employee of the Consultant providing services under this Agreement within the term of this Agreement or for a period twelve (12) months after termination of this Agreement, Customer shall pay the Consultant twenty (20) percent of the amount of annual compensation payable for such employee had they remained employed at the Consultant.

15. Non-solicitation of Customer Employees

Consultant shall not solicit the employees of the Customer providing work in support of services under this Agreement for the term of this Agreement and for a period of twelve (12) months after termination of this Agreement. In the event Consultant solicits and hires an employee of the Customer providing work in support of the services under this Agreement within the term of this Agreement or for a period of twelve (12) months after termination of this Agreement, Consultant shall pay the twenty (20) percent of the amount of annual compensation payable for such employee had they remained employed at the customer.

16. General

The laws of the State of Tennessee shall govern this Agreement. All notices and demands shall be made in writing and delivered to the other party at the respective address set forth above or as modified from time to time in writing. If any provision of this Agreement is held to be unenforceable, the other provision shall nevertheless remain in full force and effect. This Agreement is the entire understanding of the parties with respect to the subject matter hereof and may only an authorized representative of each party sign amended or modified in writing.

City of Chattanooga

Zycron, Inc.

Signature

Signature

Name

Greg Welch
Name

Title

Chief Financial Officer
Title

Date

Date

ADDENDUM

City of Chattanooga Pricing - Best and Final Offer

03/15/16

The pricing below represents Zycron's hourly rates based on a consultant's years of experience, a subset of the skills and experience presented on tab 2 "Descriptions", the City of Chattanooga's current and future deployed technologies, and the best fit of a consultant's skills to the work to be completed.

Role	Experience Tiers		
	1-3 years	4-6 years	7+ years
Help Desk Services	\$ 27.00	\$ 32.00	\$ 35.00
Infrastructure Services			
Network	\$ 41.00	\$ 59.00	\$ 68.00
Systems & Servers	\$ 42.00	\$ 65.00	\$ 75.00
InfoSec	\$ 45.00	\$ 84.00	\$ 105.00
Project Services			
BAs	\$ 62.00	\$ 69.00	\$ 74.00
PMBOK PMs	\$ 65.00	\$ 80.00	\$ 90.00
Agile CSMs & CSPs	\$ 62.00	\$ 84.00	\$ 95.00
Iteration Managers	\$ 65.00	\$ 86.00	\$ 100.00
Application Services			
LAMP specialists	\$ 60.00	\$ 75.00	\$ 85.00
MEAN specialists	\$ 63.00	\$ 80.00	\$ 91.00
Data Integration specialists	\$ 65.00	\$ 83.00	\$ 95.00
DevOps specialists	\$ 63.00	\$ 80.00	\$ 89.00
Documentation specialists	\$ 42.00	\$ 54.00	\$ 60.00
QA Analysts	\$ 43.00	\$ 58.00	\$ 64.00
Training			
Knowledge transfer	Included in consultant's scope of work		
Trainers	\$ 41.00	\$ 53.00	\$ 61.00
Annual Maintenance & Support	N/A		
Other Costs	N/A		
Total	N/A		

Role	Consultant Skills Description
Help Desk Services	Provides IT support for all end-users via telephone, email or chat. Troubleshoots and resolves hardware, software and voice/data communication systems issues. Escalates calls when appropriate. Writes concise, informative service tickets. Follows up on all tickets in a timely manner and pursues issues through to resolution. Requires experience using ticketing systems and writing technical support reports and documentation. Must possess broad knowledge and proficiency with popular operating systems, application software, desktop and laptop computers, printers and networks.
Infrastructure	
Network	Plans and implements enterprise networks and related hardware and software. Designs and documents network architecture. Performs assessments on existing technologies to determine performance and capacity gaps. Establishes security (firewalls, intrusion detection), connectivity and access parameters. Provides recommendations to optimize network infrastructure. Tests and tunes security devices and systems. Programs routers and switches. Implements communications technologies (data or voice). Manages network services from planning phase through implementation. Solid knowledge of routing protocols, network hardware and software, security technologies and network infrastructure is required.
Systems & Servers	Plans, designs and deploys large scale complex systems, including enterprise infrastructure, information systems, ERP applications, and internet technologies. Projects typically involve on both software and hardware components. Evaluates existing systems to understand capabilities and recommend solutions. Works with non-technical business owners to understand needs and develops a technical solution. Participates in the layout design and installation of new systems or modification of existing systems. Develops and manages systems integration projects. Identifies and resolves existing system deficiencies.

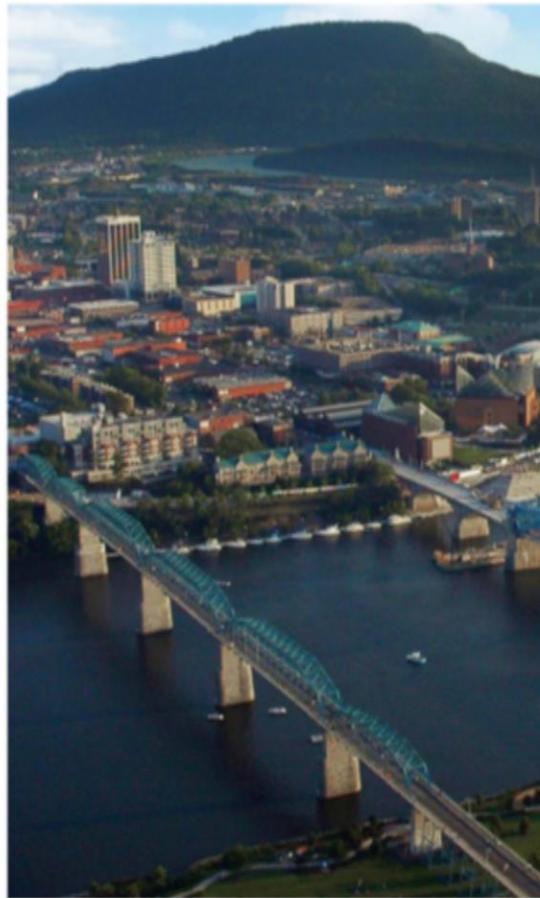
<p>Information Security</p>	<p>InfoSec Admins, Analysts, and Engineers manage IT-related security and safety issues. Develop systems and policies, as well as overseeing the implementation of procedures to secure data. Implement systems preventing malware infections of computer hardware. Develop written official guidelines for information and communication; files, e-mails, or digital assets shared across work groups, with internal users, and the public. Determine the safest and most efficient means for establishing and implementing policies. Help analyze possible vulnerabilities, unusual activity and react prevent or mitigate breaches. Implement stability and security procedures regarding malware, including installation, upgrading, and improvement of malware detection and prevention software across the organization, as well as implementing policies for firewalls and site-blocking. Conduct assessments of enterprise environments and monitor logs and computer traffic. Coordinate update initiatives for existing technologies to minimize downtime and avoid security contingencies. Document security breaches and proceed according to security rules. Effectively operate infrastructure such as routers, firewalls, and other hardware devices. Configure and troubleshoot security infrastructure devices. Develop technical solutions and new security tools to help mitigate security vulnerabilities and automate repeatable tasks. Ensure that the organization knows as much as possible, as quickly as possible about security incidents. Write comprehensive reports including assessment-based findings, outcomes and propositions for further system security enhancement.</p>
<p><i>Project Management</i></p>	
<p>Business Analyst</p>	<p>Serves as the liaison between the customer community and the software development team via clearly documented functional, system and process requirements. Works with clients to obtain requirements through interviews, document analysis, surveys, site visits, business process descriptions, workflow analysis and use cases. Evaluates the information from those multiple sources to develop an understanding of the client's business requests and needs and translates them into application and operational requirements. Requires excellent verbal and written communication skills and the ability to lead a project or group.</p>

<p style="text-align: center;">PMBOK PMs</p>	<p>Manages the entire project lifecycle from project definition through implementation. Accountable for meeting agreed upon scope, cost, schedule and quality measures. Develops project plan and drives project milestones. Establishes effective communication plan with project team and key stakeholders. Provides day-to-day direction to project resources. Ensures effective change management occurs throughout the course of the project. Responsible for preparation of documentation, status reports and budgets. Role requires excellent oral and written communications, interpersonal, negotiation, project planning, judgment, leadership, decision-making, analysis and problem-solving skills. specialized knowledge of MS Project, Visio, Excel, Word.</p>
<p style="text-align: center;">Agile CSMs & CSPs</p>	<p>Facilitating the team and organization on how to use Agile/Scrum practices and values to meet and exceed customer expectations. Facilitating self-organization of and within the team. Help fill in the intentional gaps left in the Agile/Scrum frameworks. Assessing the Scrum maturity of the team and organization and coaching the team to higher levels of maturity, at a pace that is sustainable and comfortable for the team and organization. Removing impediments or guiding the team to remove impediments by finding the right personnel to remove the impediment. Building a trusting and safe environment where problems can be raised without fear of blame, retribution, or being judged, with an emphasis of healing and problem solving. Facilitating getting the work done without coercion, assigning, or dictating the work. Facilitating discussion, decision making, and conflict resolution. Assisting with internal and external communication, improving transparency, and radiating information. Supporting and educating the Product Owner, especially with respect to grooming and maintaining the product backlog. Providing all support to the team using a servant leadership style whenever possible, and leading by example. Sustaining best practices over the long term.</p>
<p style="text-align: center;">Iteration Managers</p>	<p>Building and delivering an effective and efficient Agile-based delivery mechanism. Track iteration's progress, report impediments, make sure iteration's commitment will be fulfilled, and point bottlenecks in the delivery process. Act as gatekeeper, protect team from distractions, and keep customer from changing requirements. Plan team's budget, help customer with prioritization, motivate team, own iteration planning and retrospective. Form group of people working together towards common goal; aim for productive and happy team members and satisfied customer. Day-to-day communication with the team, informing customer</p>

	<p>about progress and potential risks, avoiding noise and reacting on it if necessary, making sure that team has defined goal for iteration and all team member are concerned in the iteration's tasks.</p>
Application Services	
LAMP Specialist	<p>Designs, modifies, develops, writes and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing and certification of software. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected.</p>
MEAN Specialist	<p>Designs, modifies, develops, writes and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing and certification of software. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected.</p>
Data Integration Specialist	<p>Creates and maintains databases for test, development and production environments. Analyzes, tests, and implements physical database design. Documents environment and maintains current patches. Ensures data recovery, maintenance, data integrity, and space requirements for physical database are met through formulation and monitoring of policies, procedures, and standards relating to database management. Audits the current environments, provides capacity planning and best practices for the future production/development/test environments, which may include establishing new standards and procedures. Conducts performance assessment and tuning as related to the database system. Provides technical knowledge working with system administrators, technical managers, developers, and architects.</p>
DevOps Specialist	<p>DevOps Specialist analyze, design, implement and validate strategies for continuous deployment to both host- and cloud-based infrastructure while ensuring high availability on both production and pre-production systems. Ability to design and implement automated dynamic environments to support the needs of delivery teams, plus collaborate with</p>

	functional and technical team members to develop deployment strategies for existing and new types of services, helps bridge the gap across processes and teams.
Documentation Specialist	Researches, prepares and edits complex technical documents. Ensures documents meet editorial and customer specifications and adhere to standards for quality, graphics, format, and style. Interfaces with writers, illustrators, word processors, and subject matter specialized in coordinating and preparing the edited draft. Participates in the publishing of formatted documentation in various media. Maintains current knowledge of relevant technical subject matter as assigned. Participates as member of project team. Tracks project documentation through creation, approval, publication, and update lifecycle.
QA Analysts	A quality assurance engineer creates tests to find any problems with software before the product is launched. They identify and analyze any bugs found during testing and document them. They also must to pay very close attention to detail and coach their team on managing testing tools, reporting results, and motivating process improvement. A normal work day for a quality assurance engineer includes developing new tests to run, running the tests, and documenting the results; if any defects are noted the quality assurance engineers will need to collaborate with the software developers to find a fix and patch the program. Once the defect has been patched, they will need to run the test again to make sure there are no new bugs and to make sure the defect found has been corrected.
Trainers	Responsible for assisting in the development and implementation of a training program for a respective Application. Also assists in developing and maintaining training materials as well as delivering training through the mediums deemed appropriate by management and/or more senior staff (e.g. classroom, one-on-one). This position is responsible for ensuring training content is effectively taught to all appropriate end-users.

Proposal to



The City of Chattanooga

for

IT Professional Services Provider SLA

RFP Number 127922

January 21, 2016

COPY



January 21, 2016

Sharon Lea
Buyer
City of Chattanooga Purchasing Department
101 E. 11th Street, Ste. G13
Chattanooga, TN 37402

Dear Ms. Lea,

Zycron is pleased to respond to the City of Chattanooga's Request for Proposal (RFP) 127922 to deliver technology professional services that support the expansion of the Department of IT resource pool, in order to manage the City's workload and project portfolio. Zycron has been a prime vendor to over 100 state and local government, corporate and utility organizations throughout Tennessee, and has been serving the Chattanooga market since 1998 with highly-qualified, cost-competitive personnel. We look forward to the opportunity to provide those same services to the City of Chattanooga, specifically in the areas of Help Desk, Infrastructure, Project Management, Business Analysis and Application Development.

Founded in the Tennessee Valley, Zycron brings extensive experience and qualifications to the region. We are highly familiar with the Chattanooga technology environment, as well as the local and regional job markets that touch the Chattanooga technology footprint. Headquartered in Nashville, our focused commitment to our clients as well as our established Recruitment, Fulfillment and Delivery organizations have enabled us to be successful in providing staffing services, technology teams, PMO, managed services and outsourcing, supporting the ever-changing demands of IT. Our unusually high staff retention rate and low overhead make us unique in the industry, enabling us to provide highly competitive rates, while also offering a robust benefit package to our personnel.

Since our first offering of technology talent in 1998 at TVA, Zycron has grown to become the largest Information Technology (IT) staffing firm based in the Tennessee Valley. We currently are a Tier 1 staffing and Managed Services vendor to TVA, and provide staffing resources to the State of Tennessee, the City of Memphis and Davidson County/Nashville Metro. Our Chattanooga office supports numerous local clients including Blue Cross/Blue Shield of Tennessee and Volkswagen. We have continually grown with our clients and with the changing demands of their IT landscape. We are confident we can provide that same quality of responsiveness and delivery to the City.

Our proposal provides a complete explanation of our qualifications, experience, processes and expertise, answering in full the requirements outlined in the RFP. We look forward to a successful partnership with the City of Chattanooga. Zycron's proposal will remain valid for 180 days from the due date of this proposal. Should you have any questions or concerns regarding the contents of this proposal, please do not hesitate to contact me.

Sincerely,

Darrell S. Freeman
Executive Chairman & Founder
dfreeman@zycron.com

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1. Responsible Parties and Signatures

Zycron's leadership stands behind our contracts and service delivery to our clients. Here, we include the names and contact information of those individuals who are responsible for the delivery of our contractual commitments, as well as the Affirmation and Signature required by the City of Chattanooga.

Responsible Parties

The following individuals are authorized to conduct negotiations on behalf of Zycron:

Darrell S. Freeman
Executive Chairman and Founder
Zycron, Inc.
413 Welshwood Dr.
Nashville, TN 37211
dfreeman@zycron.com
Phone: (615) 251-9588
Fax: (615) 251-9577

Carl Rohsenberger
Senior Account Executive, Tennessee Valley Region
Zycron, Inc.
5805 Lee Highway, Suite 204
Chattanooga, TN 37421
cr@zycron.com
Phone: (423) 693-2178
Fax: (423) 355-5421

Affirmation and Signature

Zycron is agreeing to the City's terms of service delivery, as shown below, with signature.

Affirmation and Signature

In submitting this proposal, I understand that The City reserves the right to reject any and all proposals.

The undersigned further agrees that this proposal is made in good faith and is not founded on, or in consequence of, any collusion, agreement or understanding between his or herself or any other interested party.

Zycron, Inc.

413 Welshwood Drive
Nashville, TN 37211

Phone: (615) 251-9588

Fax: (615) 251-9577

Business Name Mailing Address

Business Phone Number Fax/other Number

Darrell S. Freeman

Executive Chairman and Founder

Printed name of first signatory

Title



January 21, 2016

Signature

Date

Greg Welch

Chief Financial Officer

Printed name of second signatory

Title



January 21, 2016

Signature

Date

Description of Firm

The legal name of our firm is Zycron, Inc. Zycron is an S Corporation, privately owned by our Founder and Executive Chairman of the Board, Darrell Freeman. Our Federal Tax Identification Number is 62-1509827.

Zycron's Chattanooga office is located at:

5805 Lee Highway, Suite 204
Chattanooga, TN 37421
Phone: (423) 693-2178
Fax: (423) 355-5421
www.zycron.com

Corporate offices are located at:

Zycron, Inc.
413 Welshwood Dr.
Nashville, TN 37211
dfreeman@zycron.com
Phone: (615) 251-9588
Fax: (615) 251-9577
www.zycron.com

Zycron can meet the insurance requirements provided in the draft contract. Please see our Workers Compensation and General Liability Insurance certificates in Appendix C: Insurance and Indemnification.

Zycron does not have any environmental claims or litigation, or any litigations which, in Zycron's good-faith best judgment would have an adverse impact on our ability to perform the contract.

Company Background Description, Length of Time In Business

Zycron has been providing Information Technology staffing services since 1991. Founded in Nashville, Zycron began offering staffing solutions with its first major staffing contract to the Tennessee Valley Authority (TVA) in 1998. Since that time, our client base has expanded to include Fortune 100 firms such as Federal Express and Hospital Corporation of America (HCA), as well as government utilities such as TVA and Nashville Electric Service (NES). Our offerings include both staff augmentation and managed services through which we provide project teams and other more comprehensive solutions and services.

Zycron is now one of the largest IT staffing firms in the state of Tennessee, providing staff augmentation, managed services and project management services. In recent years, we have joint-ventured with and sub-contracted to firms that can provide us with the reach and

competitive pricing required in today's IT environment. We are able to provide on-shore, offshore and near-shore resources and teams, with the intent of providing highly competitive, cost-efficient solutions.

In addition, we have moved toward providing services through industry-specific practices, such as healthcare, utilities, government, manufacturing and telecommunication. By taking care of our resources (our most valuable assets), we have been able to retain both business and technology domain knowledge and knowledge acquisition. Our low attrition/turnover rate has ensured that we remain a highly mature and stable organization, able to take our customers to the next level of IT infrastructure development.

Our CEO, Darrell Freeman, continually demonstrates his commitment to the local and state economy through hiring and purchasing, and through contributions to a wide variety of Tennessee charitable organizations and funds. Additionally, Zycron has been recognized by numerous organizations and publications in Nashville and the State of Tennessee since its inception.

2. Executive Summary

Zycron is pleased to respond to the Request for Proposal (RFP) from the City of Chattanooga with a proposal to support the technology services at the City. Founded in the Tennessee Valley, Zycron brings extensive experience and qualifications to the City. We are highly familiar with the Chattanooga technology ecosystem, as well as the local and regional job markets that touch the Chattanooga technology footprint. Our local office presence for the past 20 years has enabled us to be extremely successfully in providing staffing services, technology teams, PMO, managed services and outsourcing to many of our clients, supporting the ever-changing demands of IT. We have an established Recruitment, Fulfillment and Delivery organization that enables us to identify and recruit the highest quality candidates. Our unusually high staff retention rate and low overhead enable us to provide the City with some of the most competitive rates in the industry, while providing a benefits package comparable to those offered by Tier One firms. Understanding both the technical and cultural fit of our clients enables us to be successful in finding qualified, competitive IT talent. Zycron's team of account executives and recruiters are experienced in identifying strong resources who are a good fit for our clients.

Since our first technology services offering in 1998 to the Tennessee Valley Authority (TVA), Zycron has grown to become the largest Information Technology (IT) staffing firm based in the Tennessee Valley. Our footprint in the state, county and city government arena is extensive. In Memphis we service Memphis, Light, Gas and Water (MLGW), International Paper and FedEx. In Nashville, we support Nashville Metro and Davidson County, the State of Tennessee and Nashville Electric Services (NES), where we have been the managed services provider for IT for over a decade. In Chattanooga, we support TVA as a Tier 1 and Managed Services vendor, as well as Blue Cross Blue Shield of Tennessee and Volkswagen. Section 4, Zycron Experience and Client References, describes the services we have offered our clients, the length of relationship we have maintained, and the types of projects we have supported. We have continually grown with our clients and the changing demands of their IT landscape and are confident we can provide that same quality of responsiveness and delivery to the City of Chattanooga.

Through our stable and consistent delivery services, Zycron has also enabled many of our clients to reduce the time and costs involved in procuring specialized information technology talent or entire teams to address technology objectives for the near- and long-term. This capability kind of customized support allows us to dramatically enhance the ability of organizations, state governments and municipalities to meet the ever-changing technology requirements and challenges resulting from new legislation, judicial processes, and public demands.

Zycron Offerings

Zycron is able to provide the following benefits to the City of Chattanooga:

- An established Recruitment, Fulfillment and Delivery organization that ensures our ability to identify and provide the highest quality resources, whether they are application developers, network engineers, project managers, business analysts, or other technical roles sought after by the City to complete its project efforts.
- A high retention rate for our resources, due to our competitive benefits, a commitment to professional development, mature processes, and our stable environment.
- Over 125 years' combined management experience working with government IT projects and agencies around the country.
- A dedicated Program/Account Manager who will support the efforts of the City of Chattanooga contract, backed by a committed executive management team.
- A local presence that enables rapid response and a knowledge of the Chattanooga area technology environment.

Zycron has had long-lasting working relationships with several large corporate and government clients, not only in the Chattanooga area, but throughout the state of Tennessee. The tangible benefit of these long-term contracts has been our ability to continually build upon our committed partnership with our clients, as well as nurture resource stability and implement cost effectiveness through Total Cost Ownership (TCO). Zycron will implement the strong processes and procedures required to support the City's resource requests and will establish and maintain, for the duration of the City contract, those support services that are necessary to fulfill our responsibilities in a timely, accurate, and cost-effective manner.

Zycron has been providing Information Technology staffing services since 1998. Since that time, we have grown to become the largest IT staffing solutions firm based in Tennessee, as well as the largest minority-owned firm in the state. Our Memphis office services the City of Memphis, FedEx and Memphis, Light, Gas and Water (MLGW) as a prime vendor. Our Nashville and Chattanooga offices provide resources and project teams to Hospital Corporation of America (HCA), the Tennessee Valley Authority (TVA), State of Tennessee, Metro Davidson County, and the Nashville Electric Service (NES), to name a few.

Our offerings include project management services through our PMO, IT staff augmentation, managed services, through which we provide entire project teams with a full complement of technical disciplines, and other more comprehensive solutions and services. Currently, we staff 20-30 new positions a month in the state of Tennessee alone and have placed over 2500 technology contractors over the last 10 years. ***Our turnover rate is 8% annually, one of the lowest in the industry, a testament to the quality of our resources and the commitment we make to our client organizations.*** By taking care of our resources (our most valuable assets), we have been able to retain both business and technology domain knowledge.

The technology industry evolves continually and challenges are introduced that require flexibility and technology-specific capabilities from resources who can identify creative approaches to integrating solutions from multiple vendors to provide the best possible product to the organization and its end-users. We at Zycron are confident that our stability, maturity of resources, established project management best practices and organizational support will offer the best vendor solution for the City of Chattanooga.

3. Scope of Services

The City of Chattanooga Department of IT is wanting to establish a contractual relationship with a vendor that can provide professional staff and services as needed to expand its resource pool in order to support the City's IT workload and project portfolio. Zycron has been delivering these services as a prime vendor for the past 19 years to corporations, state governments and municipalities. This section describes our understanding of the City's objectives and scope, as well as our capabilities and experience to support those objectives for the short and long term.

Zycron is known for being a partner with its clients to help them meet the IT challenges resulting from new government initiatives, as well as provide better and more responsive customer service, meet the demand for more economical operations, and improve outcomes with regard to business and program requirements. A single overriding contract will enable the City to acquire the IT skill sets it needs in a more timely fashion, as well as to ensure that quality and pricing standards have been solidified as a result of the contract.

City Objectives

In this contract, the City of Chattanooga has indicated it is looking for a technology service provider to help the City augment its staff with IT professionals that include (but are not limited to) –

- Network analysts and engineers
- Help Desk technicians
- IT hardware deployment specialists
- IT project managers
- Scrum Masters
- Business Analysts, and
- Application developers.

Initially, the City is looking to augment its IT staff, complete outstanding tasks and increase its skill pool.

While Section 7, Technical Approach, provides our specific capabilities for delivering these services, here is a summary of our understanding of the City's scope of requirements for a professional services vendor.

Infrastructure

The City is looking for network analysts and engineers who are experts on wired and wireless network design and implementations with Brocade, Aerohive, and Meraki network equipment.

Help Desk

The City needs Help Desk technicians onsite and remotely to assist with Apple and Lenovo deployments and imaging, provide tiered levels of support via phone and on site.

Zycron has provided hundreds of Help Desk resources to our clients and currently both manages and staffs the Help Desk at Nashville Electric Service (NES) with a tiered response model.

Project Management

The City is looking for project management professionals experienced with best practices as outlined in the PMBOK, who also have a thorough understanding of Agile development and Scrum.

Zycron has been successfully delivering Project Management services to several clients, including the City of Memphis, where we have managed the PMO with PMP certified project managers since 2009. We have provided similar services to the State of Arkansas and NES for over a decade.

Business Analysis

The City desires competent business analysis resources to managing and implement the process of analyzing and developing technology-related business, functional and integration level requirements for the City's business and technology staff.

Zycron provides the coupled project management and business analysis functions at the City of Memphis, as well as individual resources to other clients, who are able to deliver detailed business, functional and technical specifications for the City's projects.

Application Developers

The City desires Application developers who are proficient in browser-based application development in LAMP and MEAN stack environments. These developers must have PHP, JavaScript, SQL, and PHPUnit knowledge, as well as experience with the CakePHP development framework. Knowledge of HTML/CSS, Red Hat Enterprise Linux/CentOS, MySQL, PostgreSQL, MongoDB, Nginx, Pentaho Data Integration, BASH scripting, Selenium, Doctrine, PHPDokumentor, and Composer are all pluses. Scrum Alliance Certification is also a plus.

Zycron has placed and utilized Agile development resources throughout the state to support the evolving internet, cloud, mobile technologies required in today's environment. These resources also have the ability to fully analyze existing legacy applications and bring those technologies forward.

Training

The City is desiring that the vendor provide training plans and costs with the technology solutions presented. Specifically, the City is wanting to ensure that knowledge transfer will occur between Zycron resources and those of the City in terms of new development tools, skills and best practices. As this is primarily a contract to provide individual staffing roles, Zycron will ensure that resources commit to the knowledge transfer process. This can be coordinated and facilitated by the City's IT and project management on a regular basis.

Technical Support Services

The City is also desiring that the vendor provide all costs associated with supporting the proposed solution, in terms of support or annual maintenance. As clarified by the City, this proposal is for a staffing solution. Zycron is fully prepared to provide hardware solution recommendations supplied by third parties, as well as the necessary professional services to support the Department of IT organization in its evaluation of those solutions. We have provided this type of consulting to numerous clients and would be happy to discuss an approach for evaluating the City's strategic technology recommendations as it relates to its long-term roadmap.

Zycron Capabilities

Zycron is able to provide the following benefits to the City of Chattanooga:

- Cost-effective and experienced resources for each project within the City's portfolio, due to our high retention rate, strong employee benefits, low overhead and a commitment to professional development.
- An established Recruitment, Fulfillment and Delivery organization that ensures our ability to identify and provide the highest quality resources, whether they are project managers, business analysts, or other technical roles sought after by the City to complete its project efforts.
- Over 125 years' combined management experience working with government IT projects and agencies around the country.

Zycron has had a long-lasting working relationship with several large corporate and government clients, not only in the Chattanooga area, but throughout the state of Tennessee. The tangible benefit of these long-term contracts has been our ability to continually build upon our standardized methodology and our reputation for delivering highly skilled resources.

Zycron has always been cost-competitive and committed to the delivery of the highest quality of resource services. For that reason, many of our resources have gone on to become full-time employees for our clients. We are confident we can supply the services and talent to support the City of Chattanooga on its technology roadmap.

4. Zycron Experience and Client References

Zycron has been delivering staff augmentation, technology teams and managed services to clients across multiple technology disciplines and departments for nearly 20 years. At Nashville Electric Service (NES), the 12th largest utility in the country, Zycron implemented a managed services agreement and successfully transitioned that organizations' services to Zycron's management team and technical resources in 2004. Zycron provides staffing services to such major Tennessee clients as State of Tennessee, Hospital Corporation of America, FedEx, City of Memphis, Nashville Metro/Davidson County and Tennessee Valley Authority. We have created a unique blend of services that to customize our service delivery, which also allows us to grow with our clients as they consider IT teams, managed services and overall Portfolio, Program and Project Management.

Zycron's primary service disciplines include –

- Staff Augmentation
- IT Governance/Project Management Office (PMO)
- Managed Technical Services.

The following is a description of those services.

Zycron Service Areas

IT Staff Augmentation

IT staffing and technology services management are our core business and they have been since our inception. We remain consistent in our delivery of services through the provision of high-quality resources that are also cost-competitive. Our clients demonstrate their confidence in Zycron through continued long-term, prime, Tier 1 and preferred vendor relationships, relying on us for both temporary contract services as well as full-time employee recruitment. Our flexibility, industry expertise, and quick response to requests ensure that we can meet their ever-changing challenges and demands for IT solutions as well.

Two critical ingredients create Zycron's success: our ability to hire strong, high-quality resources and our commitment to treat them well. As a result, our attrition rate averages ***eight percent*** annually across our client base. The following are some differentiators that enable us to successfully deliver qualified resources to clients:

- Our resources are qualified and fully vetted. We respect the time it takes for our clients to review and identify the best possible resource for each requisition.
- Zycron makes a commitment to understanding our client's culture and its managers' requirements. As a result, we make every effort to confine our resume submissions to

those we know to be well-qualified candidates.

- Zycron offers a robust benefits package to all resources, to not only ensure stability and consistency but also to attract high-quality candidates.
- Because we experience low attrition, minimal retraining and re-staffing are required by our clients, reducing the time, effort and administration expended to identify, acquire, manage and invoice contract labor.
- Not only is Zycron a minority-owned firm, but we are able to provide a diverse work force to our clients, helping them to achieve their diversity goals.

IT Governance and PMO

Zycron's nationally recognized IT Governance Practice is currently managing tens of millions of dollars in IT projects for government and corporate agencies. We deploy a unique mix of talent, tools, and techniques to assure timely delivery of projects within scope, on schedule, and within budget. Our IT governance model solves critical challenges for IT executives, including: aligning IT to the business and performing ongoing project reviews, providing visibility into IT projects for executives and business units, establishing and/or enforcing standard processes and tollgates, and demonstrating the value of IT to the business. Our PMO Managers at NES, the State of Arkansas and the City of Memphis maintain and manage those project management organizations.

Managed Services

Zycron has the expertise, experience and processes to provide entire project development teams as well as technical delivery services across the IT spectrum, including network operations, IT security, database administration, data center management and application development. We are currently providing whole managed project teams to many of our prime clients. In addition, we have periodically established technology centers nationally to serve our client needs.

There are varying degrees of managed services that Zycron offers, depending on how an organization wants to implement this type of service. These include –

- Outsourcing of day-to-day tasks and projects provided by staff
- Outsourcing of projects and team management
- Full outsourcing of a department, placing accountability for performance and deliverables on the managed service provider. In this case, Zycron retains the overall management, control and responsibility for the services delivered and is fully responsible for SLAs and guarantees for overall service.
- Additionally, Zycron delivers near-shore application development services and maintenance through our Zycron-Latin America practice.

Technology Consulting Services

Zycron provides technology consulting services to our clients to solve strategic and tactical challenges that can arise in the course of application development, infrastructure and operational decision-making. We are able to provide the City with qualified and certified expertise through our strategic partnerships, third party relationships, our subcontracting partners, as well as our own staff. Areas can include, but are not be limited to –

- External penetration testing for security
- SharePoint consulting
- Business Intelligence/Data Warehousing
- IT Governance
- Technology assessments
- Organizational reengineering and staff assessments
- Mobile solutions consultation
- Oracle consulting
- Network engineering.

Zycron provides some additional core competencies that are available to support the City.

- **Best Practices.** Zycron has long been known for providing competitive, competent and stable resources to our clients. As we have expanded our services over the years to include Managed Services, Project Management and Technology Consulting, we have found that many of our clients are desiring to implement Best Practices within their organizational processes and are seeking guidance in terms of approach. The quest for Best Practice capabilities has been motivated by the higher-level objective to deliver the results that are efficient, of a high quality, sustainable and extensible. Whether it be from a project management, Six Sigma or ITIL (Information Technology Information Library) perspective, we recommend that each organizational domain that the City of Chattanooga might considering for managed services apply Best Practices to its core delivery.
- **Technology Leadership.** Zycron has developed a core of IT professional managers and leads who are fully certified and conversant in their respective practice areas and are fully capable of consulting with our clients to build optimum processes. We have built projects, teams and service organizations with this core group, enabling us to sit down with our clients and consult on approaches to aligning strategy with implementation efforts that are sustainable and extensible. Our goal is to provide not only the resources required for the City's immediate projects but also to guide our clients toward enhancing, optimizing or extending their environments.
- The importance of following best practices in technology is as important as having a strategic roadmap for the organization's objectives and goals. In fact they are

interdependent. Tasks, projects and development efforts should support the organization's strategies.

- As an example, the ITIL describes processes, procedures, tasks, and checklists that can be applied by any organization for establishing integration with the overall business strategy, delivering value, and maintaining competency. It allows the City, for example, to establish a baseline from which it can plan, implement, and measure. It is used to demonstrate compliance and to measure improvement. These are goals all organizations have. Whether exploring new directions with virtual servers or shifting the development paradigm to Agile, Zycron has consulted with many of our clients on implementing approaches to these work scope areas.
- **Managed Teams and Resources.** Zycron provides teams and resources, with the ability to fully manage all of an organization's IT operations and development. Domains can include IT Operations and Infrastructure, IT Security Administration, Network Operations, Management and Monitoring, Data Center and System Administration, Application/Web Development and Maintenance, and Help Desk services. Zycron personnel are able to fill the roles of the individual engineers, analysts and data and system administrators.
- **PMO Leadership.** Zycron's Managed Services and PMO leadership is certified and all PMs used on Zycron's projects are certified, ensuring they can lead and guide projects according to best practice execution. Our managed services leads are able to design and plan projects according to Best Practices standards, to best support service delivery, service guidance, service support, infrastructure management and planning.
- **Methodology/Best Practices Training.** Zycron is also able to work with the City to train incumbent and newly staffed resources in best practice methodologies that apply to their particular domain area. Zycron will work with the City to determine the best approach to ensure that incumbent personnel are proficient in the outgoing and emerging technologies, and that resources coming in new to the contract are already competent.
- **Consultative Services.** Zycron provides competent consultative services to work with the City's technology leadership to evaluate its objectives, whether it is to reduce costs, increase productivity, or leverage more specialized tools and skillsets – and help to devise an approach that works best for the organization. It may be that a phased approach works best. Zycron has a structured approach to implement a successful agreement that will deliver the objectives being sought.

The Zycron Organization

This section provides organizational information about Zycron and its ability to support the City's IT contract.

Number of Employees

Zycron currently has 345 employees and contractors serving in a variety of staff and leadership positions. Thirty-nine of the 345 are corporate employees.

Client Base

Zycron has served numerous Fortune 100 firms as well as major government entities throughout the United States, in the Logistics, Healthcare, Utility, Automotive, IT, Finance and Manufacturing sectors. We have supplied nearly 3,500 resources to Tennessee's commercial and government sectors since 1998.

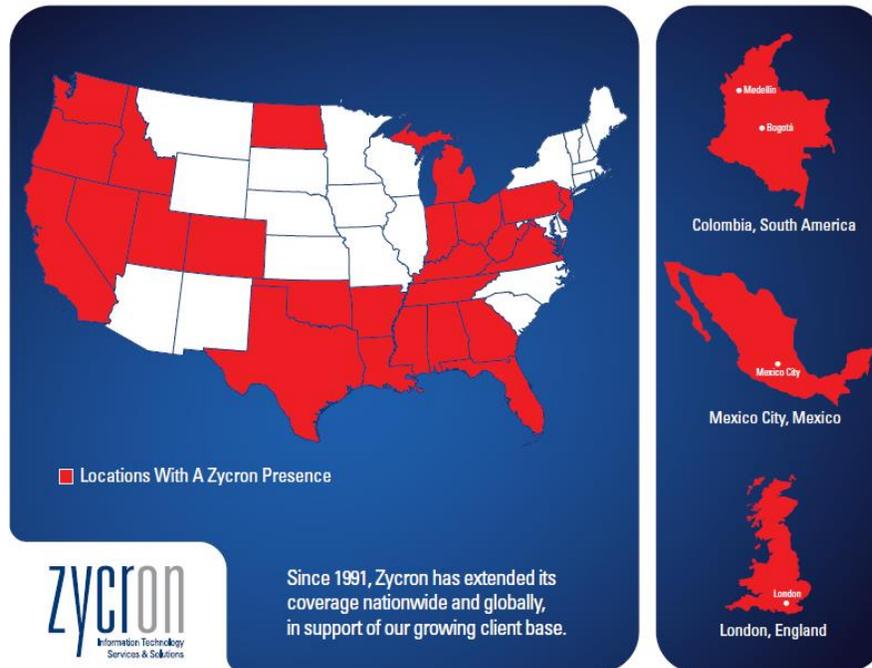
The following table shows 15 of Zycron's active Preferred or Tier 1 clients, demonstrating our longevity, stability and success in the IT staffing arena. It is ordered by the year we began providing IT staffing services for these organizations.

Zycron Client	Contract Date	Total Placements
TVA	1998	303
Bridgestone	2000	25
HCA	2001	728
Deloitte	2002	185
FedEx	2003	1,339
NES	2004	135
Nashville Metropolitan Government	2005	41
Community Health Systems	2008	53
Memphis, Gas, Light & Water	2008	21
City of Memphis	2009	80
State of Tennessee	2009	118
Toyota	2010	24
Catholic Health Initiatives	2013	11
HealthStream	2013	13
Alfa Insurance	2014	26
Volkswagen	2015	48

Location of Offices

Zycron’s corporate office is located in Nashville, Tennessee, with offices in all three regions of the state of Tennessee, as well as our offices in Dallas and Denver. Our fully-staffed Zycron West office in Denver, Colorado serves the western United States’ technology corridors. The map below shows where Zycron is servicing clients with teams, resources, technology teams and managed services.

<p>Nashville (Corporate Office) 413 Welshwood Drive Nashville, TN 37211 Phone: (615) 251-9588 Toll Free (877) 890-8802 Fax (615) 251-9577</p>	<p>Memphis (West Tennessee Region) 8275 Tournament Drive, Suite 100 Memphis, TN 38125 Phone: (901) 748-2060 Fax: (901) 748-2448</p>
<p>Chattanooga (Regional Office) 5805 Lee Highway, Suite 204 Chattanooga, TN 37421 Phone: (423) 693-2178 Fax: (423) 355-5421</p>	<p>Dallas, Texas 15455 Dallas Parkway, Suite 600 Addison, TX 75001-4690 Phone: (972) 764-5180 Fax: (214) 614-4730</p>
<p>Denver, Colorado 8400 E. Crescent Parkway, Suite 600 Greenwood Village, CO 80111 Phone: (720) 528-4000 Fax: (720) 320-1527</p>	



Client References

Zycron has successfully delivered staffing, project management and managed services and teams to several of its clients. The following descriptions contain contact information, as well as information about projects we have worked on. We are providing the following references:

- Tennessee Valley Authority (TVA)
- Nashville Electric Service (NES)
- City of Memphis
- State of Tennessee
- Metro Government of Nashville and Davidson County
- Hospital Corporation of America (HCA).

Tennessee Valley Authority (TVA)

The Tennessee Valley Authority, a government utility, provides electricity for 9 million people. As a utility, it provides flood control, navigation and land management for the Tennessee River system and assists utilities and state and local governments with economic development. TVA has been a client of Zycron since 1992. Zycron is a prime vendor providing IT resources supporting 9 divisions.

- (1) **Contact:** Gena Graves; Role: Program Manager; Phone: (865) 632-6328; Email: gdgraves@tva.gov
- (2) **Date of Start of Work:** 1992; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** IT Managed Services, Staff Augmentation across all IT organizations.
- (4) **Scope of work performed by Zycron:** Zycron is 100% responsible for its staffing services at TVA.
- (5) **Average Number of Full-Time Staff:** 78

The following projects are examples of Zycron's project management and team development contributions to TVA:

Project: Disaster Recovery. A Zycron team was tasked with managing and performing disaster recovery testing efforts on a total of 50 software applications. With a team of six, Zycron doubled the goal, successfully testing 102 applications. Additionally, the team spent just 2/3 of the original projected cost. Tests ranged from performing table-top exercises to configuring automatic failovers from Chattanooga-based servers to Knoxville-based servers. The outcome of the effort was that TVA could be assured it has resources and processes in

place to sustain the core IT infrastructure and critical application recovery capability. Additionally, it met the goal of the Inspector General.

Project: IT Security Monitoring. In this effort, a Zycron project team was tasked with enhancing TVA's ability to capture and analyze network traffic, as well as to identify and respond to numerous cyber-attack threats. By implementing the enterprise-wide protection, TVA was able to prevent significant loss in the form of intellectual property threat, financial disclosure, and disruption of business critical functions.

Project: PC Lifecycle & Video Conferencing. As part of an effort to increase efficiencies, a Zycron project team was assigned to a project that deployed seven video conferencing systems in meeting rooms across the Tennessee Valley, thereby increasing user productivity and savings a projected \$240,000 a year in travel expenses. A more modern fleet results in reduced downtime, reduced service calls, higher energy efficiency, increased reliability, increased compatibility for newer applications, higher end-user productivity and greater security. In addition the team replaced approximately 2200 desktop PCs and laptops over a 4-5 year period.

Project: Coal Supply Optimization. In a three year project that is ongoing, Zycron project management guided a 45-member team composed of TVA IT resources, vendor resources, and TVA Coal & Gas Supply Services to develop an automated, integrated system that will be used to make coal supply decisions that will aid TVA in achieving the lowest delivered cost of coal to the fleet, with a projected savings of \$3M per year in fuel costs.

Nashville Electric Service (NES)

Nashville Electric Service is one of the top 12 public electric utilities companies in the United States. Since 2004, Zycron has managed all of NES' onsite IT operations and development as a full managed services provider. These domains include IT Operations and Infrastructure, IT Security Administration, Network Operations, Management and Monitoring, Data Center and System Administration, Application/Web Development and Maintenance, and Help Desk services. Over 50 Zycron personnel fill the roles of management and individual engineers, analysts and data and system administrators. Reporting to the CIO are the Zycron Site Director are two Zycron managers, as well as several team leads for each area of specialization. In 2010, Zycron was awarded a rebid of this contract.

- (1) **Contact:** DeCosta Jenkins; Role: President and CEO; Phone: (615) 747-3895; Email: djenkins@nespower.com
- (2) **Date of Start of Work:** October 16, 2004; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** IT Managed Services across all IT organizations.

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- (4) **Scope of work performed by Zycron:** Zycron is 100% responsible for the managed services at NES.
- (5) **Average Number of Full-Time Staff:** 50

The following projects are examples of Zycron's project management and team development contributions to NES:

Project: SIEM (Security Information Event Manager). For this project, the Security team identified requirements and then developed an RFP to solicit vendors that could provide the technology solutions and professional services capabilities required. The Security team reviewed the vendor responses and solutions, then made their recommendation to the Zycron Infrastructure Manager and NES Site Director. With the approval of the NES Site director, a vendor was selected and the hardware and accompanying professional services were acquired. In conjunction with the vendor's professional services, the Security team installed the new hardware, then configured it for the NES environment to make it operational. From initiation of the project request to live deployment, the effort took 12 months.

Project: SAN Upgrade. This project involved the deployment of an EMC SAN, where physical servers were converted to support a virtualized environment. In addition, the project team also performed the virtualization deployment and migration.

Project: IPS Deployments. This effort to implement an Intrusion Prevention System (IPS) (a security device within the NES firewall) involved coordination between the Network team and Security team. While the Network team coordinated, configured and managed the hardware, the Security team applied the logical IPS to the hardware.

Projects: Virtual Network Implementation. The NES technical environment completed a virtualization project converting over 60 physical servers into virtual servers running on 8 servers saving hardware costs, providing increased system reliability and performance and providing recovery capabilities not previously available. Since the initial implementation, the 8 physical servers have grown to 32 and the number of virtual servers being hosted has grown to 375. For each production server in use, there is now at least one development server and in most cases there is also a quality assurance server built for user testing. Most servers are located onsite at the main campus with an additional compliment of development servers located at a local disaster recovery facility. All servers are owned by NES and maintained and operated by Zycron. Zycron manages and retains primary administrative responsibility for all servers, including –

- Server configuration
- Software administration
- Problem resolution

- Vendor management
- Patch management
- System backup and recovery support.

City of Memphis

Memphis, the largest city in Tennessee, has a metropolitan population that exceeds one million people. The City's Information Services Center, with a staff of 114 people, is chartered with providing services to each division of the City government. Zycron Inc. supports the City's IT initiatives by providing the Project Management Office (PMO) that governs and executes the City's IT projects and programs. Zycron is responsible for managing 100% of the City of Memphis projects with a scope of work that includes thought leadership, project management, business analysis and project coordination to support areas such as Disaster Recovery, Business Continuity, Data Center migrations and Application Development. Since 2008, Zycron has provided a total of 16 Project Managers, each with up to 10 projects for which they are responsible from inception to closure. Currently eight (8) resources are staffed at the City. The following are three types of projects Zycron project managers implemented for the City. Each project is only implemented once it has been approved by the City's CIO.

- (1) **Contact:** Brent McNair, CIO, City of Memphis; Role: Responsible for all technology operations, infrastructure, and resources for the City; Phone: (901)-355-7557; Email: brent.nair@memphistn.gov
- (2) **Date of Start of Work:** January, 2009; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** IT Project Management and Project Coordination services.
- (4) **Scope of work performed by Zycron:** Zycron is 100% responsible for the PMO and all Project Management and Business Analysis resources at the City of Memphis.
- (5) **Average Number of Employees:** 6

The following projects are examples of Zycron's project contributions at the City of Memphis:

Project: Storm Water - Drain Maintenance GIS Data Migration, Phase II

The City of Memphis Storm Water and Drain Maintenance departments of the Public Works Division had a need to migrate the mapping and utility data for its hydrology infrastructure, both man-made and natural, into a GIS-accessible data format. Prior to this effort, these departments were utilizing paper maps that often were inaccurate or out of date. In addition to the physical inventory of the hydrology infrastructure, there were

thousands of reports, tabular data and scanned documents pertaining to the work process of these two departments that needed to be linked to the infrastructure components. These work processes involved time-consuming and inefficient effort to access needed information from multiple sources and in multiple formats. The departments needed the ability to access data from a single source through the utilization of a user-friendly web-based GIS application.

Zycron resources managed the second phase of this effort to migrate the hardcopy plans of the storm water infrastructure into a GIS format compatible with the City of Memphis' Enterprise GIS system. This was done as a continuation of the migration begun by the University of Memphis' Center for Partnerships in GIS (CPGIS). Digitization of storm water infrastructure was performed on a prioritized list of 18 drainage basins provided by the City of Memphis, along with Street Plan and Profiles scanned and linked to data. The new data was then incorporated into a secure, interactive mapping website using ESRI's ArcServer on a .NET 2.0 platform, providing the project team and Public Works project stakeholders with the ability to follow the data migration progress through a secure URL.

Network Infrastructure Upgrade

The City of Memphis had numerous routers, switches and other associated networking components that needed to be strategically upgraded in order to provide the most efficient data transmission capabilities to meet the constantly changing business demands placed upon the city network. This project focused on the core networking components as well as the most widely used infrastructure technologies currently being accessed by city employees and citizens. This was accomplished by upgrading the backbone infrastructure with advanced routers and switches along with broadening the security, management and availability of the core wireless solution currently in place at City Hall, Central Library, and various Public Safety sites.

Project: Memphis Police Department Phone System Upgrade

Several of the Memphis Police Department stations utilized legacy telephone systems that connected with headquarters via T-1 connections on the XO fiber backbone, along with AT&T services for incoming lines.

As part of the consolidation effort by the City to move its telephone systems to the common Nortel standard, this project was undertaken to install new Voice over IP (VOIP) systems at eight (8) MPD locations. With this installation, these locations were able to use four (4) digit dialing between them, as well as multiple other City locations. This configuration resulted in substantial cost savings to the City, as a result of utilizing the municipal fiber network for telephone service instead of the costly Telco services. In addition, the City experienced significant savings as a result of eliminating the existing NEC maintenance contracts. The installation of Nortel VoIP systems also made the locations compatible with the City of Memphis standards and criteria.

Project: Information Services GIS conversion

The City of Memphis' various divisions and service centers were in possession of most of the data necessary for the functionality of the Enterprise GIS Portal and application modules. However, many of the data sources were still not in a GIS-ready state and needed to be converted and then migrated into the Enterprise GIS environment. A majority of the thousands of data sources ranged from paper maps to scanned images and tabular databases. The process of converting/migrating these data sources into geo-referenced map layers or linked documents was broken down into phases that took several years. The sheer number of data required a massive number of GIS-skilled man-hours to produce even the phase I necessary base map layers for the minimum functionality of the Enterprise GIS portal.

This project involved the migration of spatial data into the Enterprise GIS Portal. End-users in various City Divisions, both analysts and others needing access to spatial data within a GIS environment had data to contribute to the portal. These data sources were compiled, made into digital format from paper maps, tabular data with spatial attributes and scanned images (plats, plans etc.) then geo-rectified and assigned metadata in order to meet the standards and formats of the Enterprise GIS Portal to be usable.

State of Tennessee

Zycron was selected by the State of Tennessee as a primary vendor in 2009 to provide IT services for the State. Over 15,000 Employees of the State of Tennessee rely on its information technology system to streamline processes, increase productivity, and provide services to the State's nearly six million citizens.

The State recently outsourced its IT services delivery but Zycron continues to support the State as a preferred vendor in both IT staff augmentation and project management. This work includes facilitating all phases of a project such as software development or purchases, installations, implementations, and aspects of hardware configuration needs. Infrastructure responsibilities include server support, LAN, WAN, and Enterprise applications. The contract has a length of three years and allows for two, one-year extensions.

- (1) **Contact:** Mark Bengel; Role: CIO; Phone: (615) 741-7951; Email: mark.bengel@tn.gov
- (2) **Date of Start of Work:** 2009; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** Staff Augmentation across all IT organizations.
- (4) **Scope of work performed by Zycron:** Preferred vendor staffing services to the State.
- (5) **Average Number of Full-Time Staff:** 10

Metro Government of Nashville and Davidson County

Zycron was selected by the Metro Government of Nashville as a primary vendor in 2008 to provide information technology services for Nashville and Davidson County. Zycron supports Metro in IT staff augmentation and project management services. This scope of work includes facilitating all phases of projects to include project management, business analysis, software design and development, quality assurance and testing, implementation, maintenance and support. Zycron also provides Infrastructure services which includes network engineering, hardware configuration, server support, LAN, WAN, and Enterprise applications.

- (1) **Contact:** Cyndy Maddox; Role: IS Assistant Director; Phone: (615) 880-2573; Email: Cyndy.Maddox@nashville.gov.
- (2) **Date of Start of Work:** 2008; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** Staff Augmentation services.
- (4) **Scope of work performed by Zycron:** Zycron provides staff augmentation within its contract for Help Desk, Desktop Support, Network and Security engineers, Application Development (Java), Business Analysts, Project Managers and Oracle DBAs.
- (5) **Average Number of Full-Time Staff:** 5 currently with a total of 39 placements.

Hospital Corporation of America (HCA)

Zycron demonstrates our capabilities to HCA by providing qualified candidates for contract requests, as well as through the successful recruitment of full-time positions and other HR support services. We recently completed an engagement to establish repeatable processes, procedures and methodologies to support HCA corporate in its hospital acquisitions from a technology standpoint. Other efforts included process reengineering, implementation planning, staff training, and deployment.

- (1) **Contact:** Danny Schunk; Role: Vice President; Phone: (615) 344-9551; Email: danny.schunk@hcahealthcare.com
- (2) **Date of Start of Work:** 2001; Date of Completion of Work: Ongoing
- (3) **Description of Workscope:** Staff Augmentation and project management across all IT organizations.
- (4) **Scope of work performed by Zycron:** Zycron is 100% responsible for the managed services at NES.
- (5) **Average Number of Full-Time Staff:** 50

Some examples of Zycron's work HCA include the following:

Staffing Services

Projects on which Zycron's staff provide services include Cisco network upgrades, wireless upgrades and surveys, Lawson HR and Payroll, Acuity implementation and upgrades, HPF implementation and upgrades, Meditech upgrades, COMET development & support.

Project Based Services

EHR Recruiting team to address addition of 120+ clinical IT resources: Our Clinical IT Recruiting Team was co-located at HCA's and Zycron's offices, enabling the best possible communication and responsiveness while at the same time enabling them to leverage our knowledge of and experience with HCA, our proprietary systems, and our recruiting experience.

Time-sensitive projects with Partner Services, such as LifePoint project for Lawson HR implementation. Zycron provided the majority of the contract resources for that project, and ensured a continuity of resources for project completion.

5. Zycron Service Delivery Team and Approach

Zycron has been providing IT resource personnel for the past 18 years, and has been delivering managed services and project management office (PMO) services to its clients for over ten years. We have strong Management, Delivery and Fulfillment Teams that will support our contract with the City of Chattanooga, providing the skilled resources and organizational support required to deliver excellence. Zycron is known for its customer-focused approach that is positive, hands-on, and that stands on some key success factors, including –

- A Chattanooga-based office that services all of our local clients in the Tennessee Valley.
- A multi-layered account management team that brings over 125 years of combined experience in IT staffing, comprised of a dedicated City of Chattanooga Program/Account Manager, delivery managers and recruiting teams that cover the Chattanooga technology footprint.
- Knowledge of and experience with the IT technologies, organizations and personnel we currently have on projects.
- Centralized Managed Services and PMO support within our management structure to ensure the success of our technical teams and their project delivery.
- Centralized Human Resources and Accounting infrastructure from our corporate office headquarters in Nashville to ensure accurate billing, immediate response to client concerns, and optional executive, status and statistical reporting that can be made available to the City.

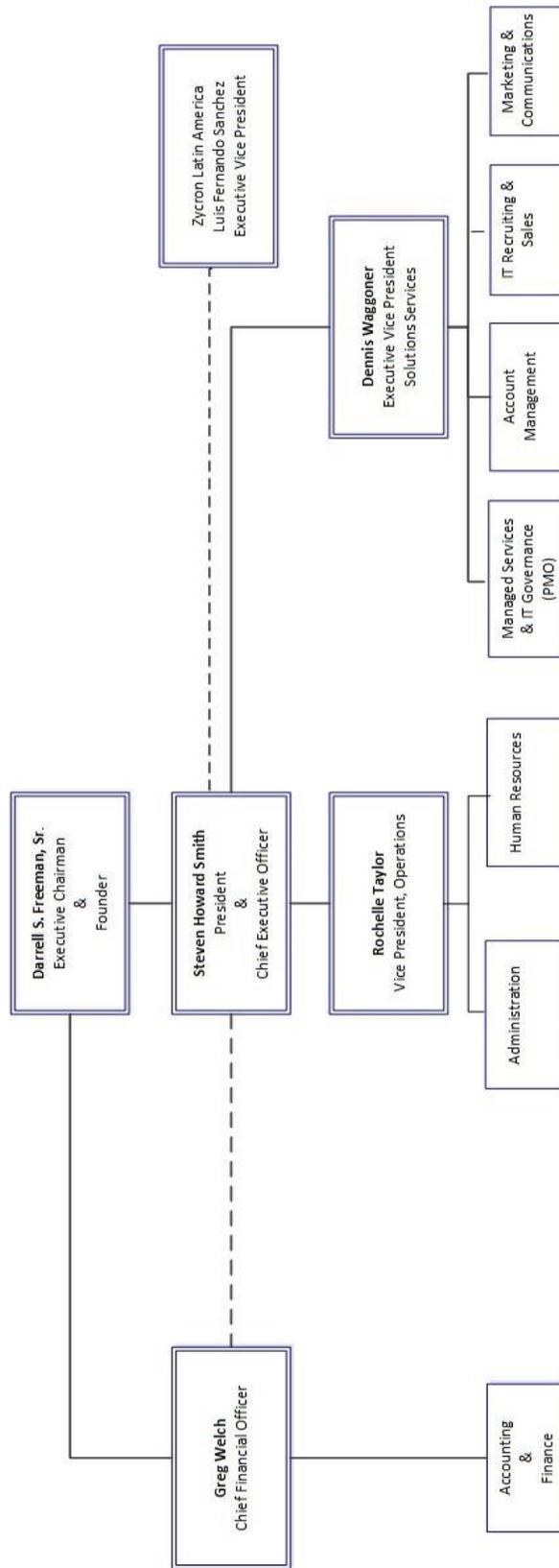
This section describes Zycron’s organizational structure and approach to supporting the professional services outlined in this RFP.

Organization Chart

Zycron is committed to providing a personalized approach to servicing our customers, we ensure that service levels, client satisfaction, processes and performance exceed the performance standards and number of acceptable placements.

The following organization chart depicts Zycron’s structure around managed services.

Zycron Organizational Chart

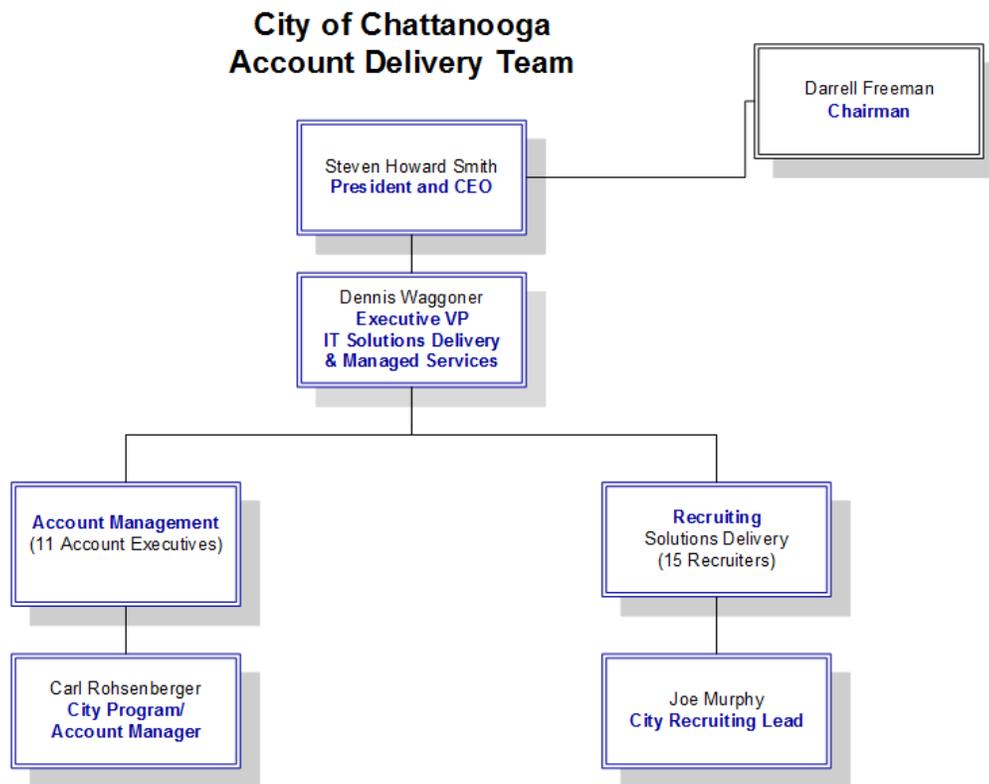


Zycron’s Delivery Team: Experience and Qualifications

Zycron has an established delivery team to support the City of Chattanooga that will remain dedicated to all aspects of Zycron-City relationship. It will be fully supported by Zycron’s Service Delivery, Recruiting and Fulfillment organizations. The Account team will ensure all processes, systems, and communications remain in place to service our existing contract.

At the Account Management and Delivery levels, Zycron’s Program/Account Manager, Carl Rohsenberger, will lead the account interface, working with the City’s contract management office, ensuring that the staffing of the affected projects as well as the hands-on account management interface continues with 100% focus.

The following narratives provide Zycron’s credentials and experience, and highlight the skills reflecting the tasks that will be performed by each member of the Account Team for the City under this Managed Services contract.



City of Chattanooga Program/Account Manager: Carl Rohsenberger

Carl Rohsenberger will be the dedicated Program/Account Manager for the City of Chattanooga contract, committed to the goals of the City in terms of its strategic plan and becoming a best-in-class digital municipality, via talent acquisition and retention. A resident of Chattanooga since 2001, Carl Rohsenberger brings over 20 years' experience in IT sales, leadership, and client relationship management experience in the markets of Charlotte, Raleigh-Durham, Atlanta and Chattanooga. He has direct experience with contract, contract-to-hire, direct-hire staffing services; managed services; offshore services; foreign national work authorization sponsorships; big 4 IT strategic consulting services; startups and Fortune 100 companies; public sector and municipality organizations; and business development from startups to mature organizations. He has supported client organizations whose environments included .NET, Java, Ruby, MongoDB, NoSQL, Extreme Programming, Pair Programming, TDD, Agile, DevOps, and Cloud strategies.

Specifically, as Zycron's City Program/Account Manager, Carl will –

- Manage the City of Chattanooga contract internally at Zycron by ensuring that all staffing requests are addressed properly according to the City's guidelines, in terms of the quality of candidates presented, the completeness of candidate submissions, and the timeliness of response.
- Manage the relationship with the City Technical Contracts, ensuring that all communicated requests are handled properly.
- Monitor the assignments of Zycron's City personnel, to ensure compliance with the City's expectations for performance and target completion of tasks.
- Review all staffing requests to make sure that the Zycron organization properly addresses their requirements, following the City's guidelines, in terms of the quality of candidates presented, the completeness of candidate submissions, and the timeliness of response.
- Support the City in verifying, through periodic and systematic evaluations, that the quality of services promised to the City are actually being delivered.
- Address personnel and client interface issues that may arise, including the removal of any resource that does not meet the City's performance or behavioral expectations.
- Implement Zycron's resource management approach to mitigate any potential problems that might arise during the life of the contract.
- Ensure that personnel time reporting is accurate, that invoicing follows the procedures outlined by the City, and that any discrepancies are clarified according to the City's guidelines for resolution.
- Provide immediate backfilling of positions due to unsatisfactory performance of an incumbent resource that has been removed.

City Recruiting Team Lead: Joe Murphy

Joe Murphy will lead Zycron's City recruiting services, supporting the Program/Account manager in identifying qualified, cost-competitive candidates that will best support the City's IT staffing needs. Joe brings over 20 years' experience in managing large staffing accounts, coordinating recruiting, and directing all staffing efforts on various Tennessee-based clients. He has continually demonstrated a strong talent for clarifying client requirements and understanding a client's overall project objectives. He also has a strong commitment to employee and client satisfaction. Joe will lead a team of dedicated recruiters to work with the City Account Management team and will leverage additional recruiting support when required.

Over the years, Zycron has developed an effective, full-life cycle recruiting approach and tool set that enables recruiters to respond to all client requests with the strongest possible candidates. All members of the Recruiting department are experienced in Zycron's recruiting methodology, which includes identification and clarification of client requirements; interviewing, screening, and testing of highly skilled professionals; submitting candidates using the preferred tools and procedures of the client; and, placing the candidates. The Recruiting team will work in partnership with Zycron's Program/Account manager to ensure the City receives 100% coverage on every position and job qualification issued in every requisition.

Zycron's Executive Management Team

Our Executive Leadership Team, comprised of our CEO, CFO, EVP of Sales and Delivery, and our Vice-President of Operations, makes up the balance of our support organization. This team's focus is to foster a healthy working relationship with the sponsors and key stakeholders associated with the contract. The Executive team bears ultimate responsibility for our contract compliance and negotiation of additional contract expansions or modifications.

The following overview describes Zycron's corporate management team, including their credentials and leadership experience. Resumes are included in Appendix E, Zycron Executive and Delivery Team Resumes.

Executive Chairman/Executive Sponsor: Darrell Freeman

Darrell Freeman founded Zycron, Inc. in 1991. The company has grown to become a leading IT staffing firm in the Tennessee Valley, and the largest based in Nashville, boasting five Fortune 500 clients and the largest government utility in the United States, the Tennessee Valley Authority. A Chattanooga native, Darrell Freeman has demonstrated leadership in

successfully and intentionally transitioning and developing a small company into a burgeoning, highly reputable firm. He has a strong sense about industry trends and timing, and has enabled Zycron to remain vibrant, even as other IT solution firms have struggled to survive. He successfully negotiated contract awards with TVA that have opened new areas of opportunity for the company. Since then, that experience at TVA has been parlayed into success at HCA, NES, FedEx, State of Tennessee, City of Memphis, Toyota, Volkswagen and Blue Cross Blue Shield of Tennessee.

Both the Nashville and Chattanooga business communities, as well as Tennessee's non-profit agencies have acknowledged Darrell Freeman's commitment to the Tennessee economy and to community service. He has served on the Federal Reserve Bank of Atlanta's Small Business and Labor Advisory Council. He has served back-to-back terms as Nashville Chamber vice-chair of small business. From 2006-2007, he served as Chairman of the Nashville Chamber of Commerce for two terms. He has been named to several Nashville and Chattanooga area and regional boards, including the Boy Scouts of America. He was Chairman of the task force to study how to bring broadband to Metropolitan Nashville's public school students and as member of the Chattanooga Technology Council, recently put 100 laptops into Brainerd High school in Chattanooga. He is a current board member of Centennial Medical Center, and as former chairman of the 100 Black Men of Middle Tennessee, he led the organization to achieve chapter of the year in 2005. Freeman is also the co-founder of three other businesses: Tennessee-based Reliant Bank, Pinnacle Construction Partners and DC Properties.

Darrell will provide any support required by the team for the City contract.

Steven H. Smith, Chief Executive Officer/President

Steven Smith has had an extensive career in the Information Technology sector, as a technology specialist in his own right and an executive, with responsibility for multi-million dollar projects. His experience in leading companies to higher productivity and profits has continued at Zycron over the past eight years, securing Zycron's footing as a Tier 1 service provider and expanding offices to Latin America as a full managed services provider for IT services. As Zycron's CEO, he presides over the company's day-to-day management operations, profitability, corporate goals, and implementation of the company's strategic growth plan. Reporting to him are the Sales, Recruiting, Human Resources, Finance, Service Delivery and Operations organizations. He has full oversight for revenue generation, P&L and budgeting, business development, account acquisition, client and vendor relations, contract negotiation, and market segmentation.

Prior to his tenure with Zycron, Steven Smith was with a publicly traded firm for 18 years, serving in several executive roles including that of Chief Marketing Officer and EVP of Sales. He led one firm's sales from \$2M to \$125M. He brings extensive experience providing IT services to state and local governments in over twenty five states. Additionally, he has

structured and led the implementation of managed services contracts for both private and public sector clients.

EVP/ Solutions & Services: Dennis Waggoner

Dennis Waggoner, Executive Vice President and leader of Zycron's Solutions and Services, will provide critical executive support to our Account Management endeavors. Dennis brings over 20 years' experience managing large accounts; coordinating recruiting, staffing, and project efforts on his accounts; and serving on the Zycron Executive Management team responsible for setting corporate policy. He has continually demonstrated a strong talent for and commitment to clarifying client requirements and understanding the client's overall project objectives.

Additionally, Dennis will ensure that the efforts of the Account Management, Recruiting and Sales organizations are integrated to satisfy the requirements of the City's projects in a consistent manner, utilizing our standard project management methodology and implementation approach. Serving as the Managed Services executive sponsor for clients such as NES for the past 10 years, he brings extensive experience in structuring the functional relationship between service management and execution to ensure stability with the client and successful project delivery.

Dennis manages Zycron's full-life cycle recruiting approach and the tool set, which enables all recruiters to respond quickly and effectively to client requests. All members of the department are experienced in full life-cycle recruiting including identification and clarification of client requirements; interviewing, screening, and testing of highly skilled professionals; submitting candidates using the preferred tools and procedures of the client; and, placing the candidates. They will work in partnership with Zycron's delivery managers and account manager to ensure the City receives 100% coverage on every position and job qualification issued in every request.

Vice President of Operations: Rochelle Taylor

As Vice President of Operations, Rochelle Taylor plans, directs and coordinates the overall operational decisions for Zycron, Inc., working with department heads in the management of daily operations, as well as providing oversight for Technical Support, R&D, Purchasing, Administration, and Human Resources across Zycron's five offices. She monitors Zycron's revenue margins for employee productivity and develops guidelines for personnel evaluations, staff advancement and recruitment procedures.

Rochelle brings over 11 years' experience in human resources leadership roles and over 14 years at Zycron. Prior to becoming Zycron's VP of Operations, she served as Director of Human Resources where she led and directed the company's overall HR strategies, practices and programs.

Chief Financial Officer: Greg Welch

Joining Zycron in 2014, Greg Welch directs the financial strategy of the company as Chief Financial Officer.

An integral member of the Zycron executive management team, Greg directs the financial strategy of the company, oversees purchasing activities, and manages financial planning and budgeting. In addition, he supports Zycron's Sales and Operations by ensuring Account Management approaches support the tools, processes and business objectives of our varied client base. Greg has been pivotal in ensuring that Zycron as an enterprise has the depth of and long-range capacity to successfully sustain managed services agreements with our customers.

Commitment to City Contract

Zycron has a long history of consistency and stability with our clients, demonstrated by our long-term client roster. Our management organization, City Account delivery team, as well as the IT resources we supply to the City environment will ensure the same low turnover of 8% as experienced by our client base. We have been fortunate to provide resource consistency, primarily due to the fact that we understand our clients' culture, goals and objectives, and therefore can deliver the best professionals for their environment. Additionally, we provide our IT professionals with excellent assignment options, competitive salaries and benefits, and a supportive working environment.

6. Technical Approach

Zycron has been delivering technology services for nearly 20 years. We provide high-quality competitive resources, managed teams, managed services and PMO. This section describes our awareness of the City of Chattanooga's strategy to upgrade its infrastructure and deliver new services, as well as enhance its talent pool. This describes our understanding of the City's objectives for resources and solutions, as well as what we propose to deliver.

Technology Domains

The City has indicated it is wanting to acquire resources capable of working in three key areas:

- Networking & Infrastructure
- Project Management and Business Analysis
- Application Development
- Help Desk.

Networking and Infrastructure

The City is looking for experienced and qualified network analysts and engineers who are experts on wired and wireless network design and implementations with Brocade, Aerohive, and Meraki network equipment. The City specifically wants resources who have the capability to support the full Infrastructural environment, which includes one data center and 65 locations, specifically the following:

- Infrastructure
- Asset Management
- Lifecycle Management
- License Management
- Vendor Management
- Network Infrastructure Consultation, Configuration, and Deployment
- Security Appliances
- Network Switches
- Network Routers
- Wireless Aps
- IP Cameras
- Network Infrastructure and System Monitoring
- Security Compliance and Management

Project Management and Business Analysis

Zycron is looking for project management professionals who have experience with best practices outlined in the PMBOK and/or a thorough understanding of the Agile development and Scrum. In particular, the City desires the following:

- Technology Projects and Strategy
- ITIL Best Practices/Business Strategy Alignment
- Training (Key City Personnel not just IT)
- Continual Service Improvement
- Long/Short Term Project Management
- Change Management
- 5-10+ years of experience with IT Infrastructure Upgrades and Application Development Projects
- PMBOK - Project Management Professionals (PMP) and Business Analysts
- Scrum Alliance - Certified Scrum Master (CSM) or Certified Scrum Professional (CSP)
- Agile methodologies
- Business analysis and assist in identifying project requirements
- Create RFPs and vendor selection
- Create project plans
- Schedule Tasks
- Identify risks and risk mitigation
- Manage project team and resources
- Manage budget
- Manage timeline and scope
- Organize and coordinate project meetings
- Prepare and present project, budget and status reports

Application Development

The City is desiring Applications developers who are proficient in –

- Browser-based application development in LAMP (musthave) and MEAN (preferable) stack environments
- PHP, Javascript, SQL, and PHPUnit knowledge
- Experience with the CakePHP development framework
- Knowledge of HTML/CSS, Red Hat Enterprise Linux/CentOS, MySQL, PostgreSQL, MongoDB, Nginx, Pentaho Data Integration, BASH scripting, Selenium, Doctrine,

PHPDocumentor, and Composer

- Scrum Alliance Certification
- TDD (test-driven development)
- Continuous Integration/Automated Deployment
- MVC (Model-View-Controller)
- Commonly-used Software Design Patterns
- Agile/Scrum (no waterfall!)

Help Desk

The City is wanting Help Desk technicians onsite and remotely to assist with Apple and Lenovo deployments and imaging, provide multiple levels of support via phone and on site. Specifically, functions should include –

- Help Desk Services
- Help Desk Phone Support
- Desk Side Support
- Mobile Device Management
- Asset Management
- Lifecycle and Deployment Management
- License Management
- Print Management

Zycron Capabilities and Approach

Zycron has been servicing its clients with roles in each of the technology domains requested by the City for several years, and doing so quite successfully. Our references will attest to our quality of delivery and the expertise and capabilities of our resources. This section describes how Zycron will approach the City's requirements and identify resources that best meet the City's objectives. In staff augmentation, we will always successfully identify the resources that best satisfy the objectives of the Department of IT's projects.

Zycron has long been known for providing competitive, competent and stable resources to our clients. As we have expanded our services over the years to include Managed Services, Project Management and Technology Consulting, we have found that many of our clients are desiring to implement Best Practices in their organizational processes and are seeking guidance in terms of approach. The quest for Best Practice capabilities has been motivated by the higher-level objective to deliver the best results that are efficient, of a high quality,

sustainable and extensible. Whether it be from a project management, Six Sigma or the ITIL (Information Technology Information Library) perspective, we recommend that each organizational domain apply Best Practices to its core delivery.

Zycron has developed a core of IT professional managers and leads who are fully certified and conversant in their respective practice areas and are fully capable of consulting with our clients to build optimum processes. We have built projects, teams and service organizations with this core group, enabling us to sit down with our clients and consult on approaches to aligning strategy with implementation efforts that are sustainable and extensible. Our goal is to provide not only the resources required for the City's immediate projects but also to guide our clients toward enhancing, optimizing or extending their environments.

The importance of following best practices in technology is as important as having a strategic roadmap for the organization's objectives and goals. In fact they are interdependent. Tasks, projects and development efforts should support the organization's strategies.

As an example, the ITIL describes processes, procedures, tasks, and checklists which are not organization-specific, but can be applied by any organization for establishing integration with the organization's strategy, delivering value, and maintaining competency. It allows the organization to establish a baseline from which it can plan, implement, and measure. It is used to demonstrate compliance and to measure improvement. These are goals all organizations have. Whether exploring new directions with virtual servers or shifting the development paradigm to agile, Zycron has consulted with many of our clients on implementing approaches to these work scope areas.

IT Infrastructure Delivery

Infrastructure Delivery primarily focuses on the design, implementation, deployment and maintenance of servers, databases, network, backup and recovery. Typical roles include –

- System Administrators
- Database Administrators
- Networking specialists

Zycron has been delivering all aspects of IT Infrastructure for the past ten years to several of our clients, including Nashville Electric Service (NES), where we also manage the department. We are able to leverage our experience in data center outsourcing and the placement of highly-skilled technical resources to service and support all aspects of the City's IT infrastructure. Managing the infrastructure includes network management, system administration and database administration. The following is a description of Zycron's understanding of the City's environment and how we will transition services to support it.

Network Management

The City has a network infrastructure comprised of hardware and software resources that spans the entire organization, supporting communication, processes, applications and services both internally within the City network as well as externally/the Internet. Zycron will provide resources to support the City in its efforts to maintain its data center in Chattanooga and its services throughout the entire network environment.

Zycron will be able to support the City's network maintenance/monitoring needs as it applies to capacity management, hardware maintenance, scalability, and storage. As the networking world is continuously impacted by technological advancements and trends, Zycron is also able to provide network architects and senior engineers who are capable of leading any upgrade or design efforts with regard to network resource allocations to support smooth service operations.

Once Zycron is in the environment, we will be able to better understand the City's current resources and infrastructure components, such as load balancers, firewalls, network storage, as well as monitoring and management tools) so as to work with the City to determine the requirements for current maintenance, any service level agreements currently in place with providers, and the current state of the network environment. These capabilities are tied to the goals of the City both in the short and long term from both a cost and performance standpoint.

Finally, in any networking environment, service level agreements with service providers are critical in terms of managing performance and up-time. Zycron will examine those agreements to determine what performance guarantees are already in place.

System Administration

The role(s) of the System Administrator can vary depending on how an organization is structured. The City system administrator(s) in the data center may manage the reliable operation of the various systems and servers, ensuring uptime, performance and adequate resources. This role may cross over with the database administrators, the network administrator and security engineers to ensure devices are functioning properly and security measures are properly configured and in place, or even manage storage or email systems. Zycron will ensure that our resources support the goals of the City in terms of processes, systems, hardware and resource capabilities.

Database Management

The database environment at the City likely spans across numerous database management systems. Zycron will gain an understanding of the City's environment and assess the best resources and approach for managing the ongoing work across the various products and applications. With the proper skillsets, the DBAs will be able to –

- Perform installation, configuration and upgrading of Database server software and related products.
- Evaluate Database features and Database related products.
- Establish and maintain sound backup and recovery policies and procedures.
- Address database design and implementation.
- Implement and maintain database security (create and maintain users and roles, assign privileges).
- Perform database tuning and performance monitoring.
- Perform application tuning and performance monitoring.
- Set up and maintain documentation and standards.
- Plan growth and changes (capacity planning).
- Work as part of a team and provide 24x7 support when required.
- Do general technical troubleshooting.
- Database recovery.

Zycron will work with the City to determine whether the need is for Systems DBAs, Development DBAs, and/or Application DBAs. Each provides its own set of skills with hardware/operations/disaster recovery, logical data modeling and maintenance, databases, or 3rd party database management with ERP, CRM, SAP or Oracle, for example. In some cases individual DBAs will be able to cross over between system and application; however, understanding the City environment and the current personnel in place will enable us to ensure we continue current efforts without interruption. If Zycron resources are already in place, the ramp-up period will be minimal. If Zycron is assuming responsibilities for projects and tasks, we will implement a transition plan.

Part of understanding the environment is the amount of automation currently in place and how many databases existing City DBA personnel are managing today. Since databases hold valuable and mission-critical data, Zycron will ensure that the candidates we present have the required experience and can also support after-hours maintenance windows, so as not to disrupt environments during business hours.

IT Security

Security is critical to any environment. The role of the IT security administrators and engineers is to support the EISP mission to strengthen reliability, availability and resilience of electronic and information systems. Zycron resources and teams have implemented IT Security in its varied layers across numerous organizations. It is understandable that network security is of critical concern to many organizations. The following describes Zycron's approach to assessing, performing and managing this work scope.

InfoSec program Development & Management

The City likely has a full information security program in place. Implementing changes or upgrades requires buy-in from all areas of the organization. Security must be approached as everyone's responsibility in order to be effective in the modern threat landscape. Any implementation effort will entail identifying existing controls and then adjusting or augmenting them as needed. While adjustments to existing City processes will be minimized, some areas may simply be fundamentally insecure and will require adaptation to a new more secure model of operating. Zycron will assess the current state of the Security environment during the assessment phase and compare it to organization objectives, in order to make recommendations.

IT Risk Management

To be effective in managing IT risks, it is important to clearly identify and score areas based on their relative importance. Once priorities are established, the likelihood of negative events can be identified based on available data and areas representing higher risk. With this information, Zycron can work with the City to deploy resources intelligently, by priority, so as to mitigate the greatest or most impactful risks with the limited resources available.

Disaster Recovery

A robust disaster recovery program allows for the timely restoration of critical services should a significant unplanned event, natural or man-made, occur. The City likely has such a program in place. Zycron will assess it as part of the discovery effort and make a recommendation as to any additional development required. Typically DR relies on information identified during a risk assessment, in order to determine which resources are critical to restore to service and in what order they should be restored. In addition to understanding current system restoration plans, aspects such as physical work locations, including remote access options, will be reviewed and established in the formal disaster recovery plan. Zycron can review the current DR plan and/or create one through a structured process.

Vulnerability Management/Patch Management

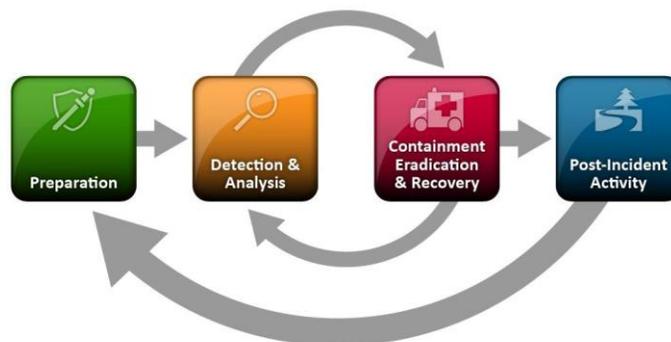
The City likely has a tool it utilizes for generalized vulnerability management. Such a tool will identify known weaknesses in installed applications, configurations, and supporting controls. Once identified, an appropriate patch management solution can deploy application and operating system patches at scale to ensure the entire environment remains at a current, consistent patch level. Patching windows will be established to ensure that minimal operational disruptions are required to maintain the desired patch state.

Event Management

Zycron will examine the City's current event management tools and monitoring, prior to making any recommendations. Our resources are fully capable of assuming event management responsibilities. Very likely now, event data, including network flow data, is captured and parsed with a security information event management (SIEM) solution which allows analysts to consolidate, correlate, and act upon disparate data coming from multiple heterogeneous systems. This parsed data can be further processed with automated rules to identify when logical combinations of event occur that may be of interest to human analysts. Zycron will also review the reporting capability within the solution to identify baselines of activity, which typically form the basis for identifying abnormal operations.

Incident Response

Incident response will be handled with the Prepare, Detect/Analyze, Contain/Recover, lessons learned cycle discussed in NIST publication 800-61. This life cycle establishes and prepares response plans before an incident occurs to detect the incident when it happens. Once the threat is contained and normal operations recovered, lessons learned activities are conducted to improve the plan stage and prepare for the next incident.



InfoSec Architecture and Design

Zycron will review the City's InfoSec architecture and design and the underlying strategic decisions regarding which controls are appropriate to achieve the City's goals while remaining within business risk tolerance levels. By developing architectural planning and design for both security specific and general business solutions, potential security problems can be identified and remediated well before they reach technical implementation. These designs will form the foundation of the engineered solutions to implement the security program being sought.

InfoSec Governance

The City may have governance in place for IT Security. Zycron will review the current controls to ensure that they are being deployed and configured as intended, and that policies and procedures are being executed in compliance with business and regulatory standards. By first establishing the organizations policies and procedures related to information technology, the City will be positioned to properly manage the information security and related programs. Once established these policies and procedures form the foundation against which future activity can be measured for compliance. Adjusting the documents over time will ensure that they remain relevant to the business and can be executed effectively by staff.

Security Engineering

Without fully knowing the state of the City's IT Security environment, Zycron will assume that if there are recommended changes, an engineering team will take the high-level architectural designs as they are produced and translate them into working technical systems that can be operational managed by security analysts and administrators. These teams will adjust out-of-the-box solutions both through configuration and custom integration to ensure that a business specific solution is delivered. This solution will minimize unnecessary work for the operations team while keeping well known products recognizable to new hires to reduce training time.

Awareness and Training

It falls on everyone in the organization to think and act with security in mind while dealing with information systems. Given that broad responsibility, it is critical that all employees and contractors be aware of current risks to information systems. Awareness and training will take many forms to address the variety of learning methods that people adapt to. Online training, printed material, and in person training will all be tools used to spread the word about information security. To be effective buy-in must occur from all business units to ensure that employees are allotted enough time for productive training.

Physical Security

Electronic controls generally become ineffective when physical control of information systems is lost. To protect against this physical controls such as secure data centers and networking closets will be assessed and updated as needed. Scrutiny of who currently has access will occur and assessment of who truly needs physical access will be performed to remove unnecessary risks posed by personnel with no need to physical interact with systems.

System Security Management

Existing and new systems will be managed in a controlled fashion. Where possible, product selection processes will give favor to those that allow for consistent integration with existing identity management solutions (such as Active Directory). By reducing management complexity, proper system configuration can be identified, configured, and audited in a consistent, repeatable manner.

Cloud Security Architecture Development

As with general architecture and design, cloud security architecture focuses on ensuring that strategic business goals and security concerns are addressed well before a technical solution is implemented. In the cloud space, provider limitations and restrictions must be factored into design decisions while still ensuring acceptable security levels are being maintained.

Enterprise/Operations Solutions Delivery

This functional area collaborates with business partners to understand business needs and identify potential technical solutions. Resources in this group also design, create, and maintain software by analyzing, testing, assessing and implementing programming applications based on business priorities and guidance from management and senior software engineers.

Gathering/Documenting Business Requirements

It is fairly standard that the development of any application or solution involves first defining the business requirements, understanding the organization's objectives, and the desired results. With an understanding and approval from the stakeholder, as described in prior project execution sections of this response, the technical teams can clearly determine what solutions will best meet the need and result in the ability to provide a cost assessment to the business owner.

Business requirements can result in the creation of an RFP to identify vendors that have a desired hardware/software solution, or to gain approval from management or the stakeholder. It can also result in the correct application or environmental solution being developed. It is the function of business analysts, application or solution engineers within the relevant discipline, and program or product management to identify the best possible solution as a result of defining the business requirements.

Requirements can be elicited in multiple ways. The specific methodology chosen depends on variables such as availability of the City SME's time (current and on-going), complexity of the requirement, technical know-how of the person involved, number and location of people involved in deciding a requirement, capacity of person describing requirement to take final decisions on requirement, etc. The variables will fundamentally determine how detailed or concise a requirement will be (highly documented if it requires multiple approvals or requires the interaction of multiple actors across regions; documented only at a high level, if the end-user is available to answer questions whenever they might arise and has relative autonomy to take decisions about said requirement –more agile, and recommended whenever possible).

Zycron utilizes a structured and disciplined process to manage the functional requirements, including the versioning for all project requirements. As the City has already decided, we agree with an Agile development approach that enables quick development of iterative pieces of the code, unit testing, then input of the code into the test environment. Milestones can occur every two to four weeks, as shorter cycles prevent mistakes or missed requirements going undetected for very long. The following describes the Agile approach Zycron has implemented at other clients and assumes application development as the focal area. We include it here to clarify our understanding of the skill sets our resources will need to provide to meet the needs of the City.

- During Sprint 0, we meet with the business owner to understand the context and business environment that motivates the development project in the first place. All project leaders typically attend these meetings (SCRUM Master, Business Analyst, Architect, Technical Lead, sometimes QA manager).
- During Sprint 0, a high-level Product Backlog is drafted at the Functionality Level. Each function is described in plain language, yet in such a way as to remain distinct from other functions. At this level, relationships and parallels between functions can begin to be drawn.
- Then, the resulting Functional Backlog is prioritized according to: 1) Business value of each function; 2) Technical risk / complexity of each functionality. Our philosophy follows the norm:
 - High business value, high complexity features should be developed first (because at the beginning of the project there is more time to figure out technically complex issues)

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- High business value features of low technical complexity are developed second;
 - Low business value features of low technical complexity are developed at the end, if there is time / budget remaining
 - Low business value features of high complexity are chucked.
 - After prioritizing the Functional Backlog, the team delves deeper into the features that are selected to be developed during Sprint 1. Delving deeper often implies
 - Developing wireframes (i.e. using Balsamiq Mockups) of the features /screens to be developed
 - Developing full HTML prototypes (graphically revealing) that showcase the UX and UI to the client
 - Developing detailed descriptions of the features to be developed, including type of fields, restrictions, workflows, etc. Once sufficient level of detail exists to guide the development team, development commences.
 - The step taken above is repeated before the beginning of each Sprint: the team delves into detail on those requirements that are to be tackled during the next Sprint. The team is careful not to go beyond the next Sprint, as it is conscious that the Backlog might change, in such a way that is details are taken on too many User Stories, some of this work might be lost due to Backlog Obsolescence.
 - Before the coding of each Sprint begins, the project's leadership team is presented with the "official" backlog for the Sprint, making sure the team's visions are aligned and that last minute changes do become reflected in the backlog.
 - Under Agile Test-Driven development, requirements are a compendium of User Stories and Unit Tests those user stories should pass. Furthermore, there are also tests at the Component Level (higher level of aggregation of several Unit Tests) that further describe a functionality. It is common, then, for requirements under TDD Agile to be composed of a combination of User Stories, mockups, functional and non-functional requirements, Unit Tests and Component Tests. The combination of the different sources of information (each taken to the minimum level required to provide clarity) determines the "total requirement" for a feature. All of this is complemented by client availability to answer specific questions about a feature. All in all, this combination is fast-moving and detailed enough to drive development in a very effective manner.

Analysis/Design of Software Solution

Implementing an effective IT Service operation requires a solid process focus –one that follows proven industry best practices in a variety of relevant areas. It is not enough that an organization simply deploy a certain "software development capacity", even if that capacity is productive. To correctly configure, design and deploy a solution it is important to know whether it is more efficient to build an application from scratch or whether there is the ability to acquire it from either another organization or from a vendor, such that it can be

configured or customized for the City's needs. These may be identified during the requirements gathering phase or as part of the management strategy where a pre-built solution exists in the marketplace.

If a "buy" decision is on the table, a requirements analysis will need to be performed to identify the gaps and the product alignments. If there are sufficient alignments with the requirements, with minimal gaps to warrant the cost of "buy" vs. "build", then negotiations can ensue to determine whether the solution's platform, toolset, and functionality will not require more cost than to build the solution from scratch. And, does the City have the skillset in-house to develop or customize on that platform?

Once the assessment has been performed, which involves the appropriate engineering expertise, along with the business analysis team, results and recommendations can be presented to management and the decision will be made to go forward with negotiations or to continue with the more detailed requirements and analysis phase of developing the desired solution.

A key outcome of this phase is project scope. Here, phasing may be determined as necessary to get out the most immediate important output, so as to have initial functionality delivered. Then, the follow-up phases will include secondary, more robust capabilities for the application. Prior to any development, the phasing must be agreed upon so that the project can remain within scope.

Developing System Design Documentation

If the decision has been made to "build", then the Functional Analysts, Systems Analysts and an assigned engineer will develop the system design documentation. This design documentation includes the data layer, the platform, functional use cases, and code requirements. If there is a decision to "buy", there will still need to be a gap analysis performed to ensure that requirements are defined and the system designed to meet the business needs identified in step 1.

Once the requirements are established, the design of the software can be established in a software design document. This involves a preliminary, or high-level, design of the main modules with an overall picture of how the parts fit together. The language, operating system, and hardware components should all be known at this time. Then a detailed or low-level design is created, perhaps with prototyping as proof-of-concept or to firm up requirements.

The process should undergo at least three reviews with multiple disciplines, including the architect and the business owner present, to ensure all questions have been answered and the business requirements are fully addressed. Once the requirements are approved and signed off, they can be provided to the application development team.

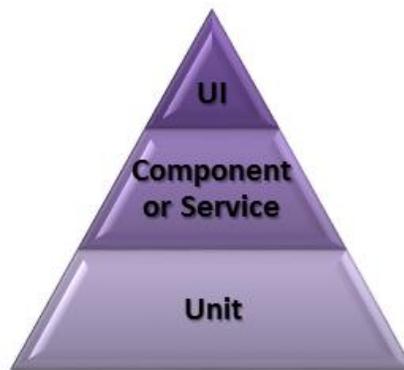
Developing and Implementing Application Code

During this phase, the application development team begins to code the software, as described in the Requirements Development process. Different approaches to requirements development, application development and testing are used based on whether agile or waterfall approaches are used. Multi-disciplinary teams can work together to generate iterative chunks of functionality.

Zycron has used Microsoft's Team Foundation Server (TFS), as does the City, to manage source control, versioning, the build process. Additionally, we recommend that the lead architect implement code review rules that must be run before code can be checked in.

Unit, Integration, and Regression Testing of application solutions

Testing can occur throughout the development process, especially if the agile approach is being used. The testing strategy can include testing automation at several levels. The below figure describes options for test automation in development projects.



Automation test pyramid

At the base of the pyramid lie unit tests: those tests performed by the developer for small chunks of code. They are the foundation of automation, and as such the pyramid reflects the size of the effort to build them. These tests, which are gradually developed, both facilitate the construction of very clean code, and at the same time provide valuable information, as they will show the developer where the bugs are within a very narrow code window (sometimes they even include the line number where the code fails).

The middle layer of the pyramid constitutes component/service tests. They are located below the presentation layer because automatic testing of components or services is carried out independently of the presentation layer. To achieve this, applications have to be n-tiered (multiple layers). Using tools developed for this sole purpose, as many use cases as required (thousands if you wish) are entered into spreadsheet-type applications. In this way, tasks

which consumed days can be carried out just in a few hours, and can be run automatically, as often as required. Entering a new test case is as simple as adding a line to the input data.

While unit testing is done by developers as they build the code, component testing can be carried out by less technical users, unless more code is being pushed out to the presentation layer, as is the case in many application development efforts.

Under this scenario, both unit tests and components/services tests become part of the code, and are stored together in the integration server. Thus, the group always knows when the build breaks and further knows what piece of code broke the build –as a result, code corrections can start immediately and be quite precise and fast.

Presentation layer testing is focused on display, field validations, browser compatibility and anything that is being pushed out to the client side.

Integration Testing

Developers within a traditional approach to testing will review or test the code that was just written. If necessary, peer review can occur. To finalize the process, testers develop test scripts and deploy an array of integration and system tests (such as functional testing, scalability testing, load testing, stress testing, and security testing, among others) before Alpha testing by the client begins.

Under the tenets of continuous integration testing, the order in which testing appears in the cycle is turned on its head: the engineer first writes the unit tests that the code to be developed will have to pass, and then writes the code itself. This is done iteratively in such a way that every discrete section of code is automatically tested. Furthermore, new code that has undergone individual unit tests is constantly sent to the Integration Server, which itself runs all unit and component tests for the code that multiple developers have deposited in the server. All of this is done automatically and means that at any point in time the team is aware of the performance of the software system as a whole (to put it another way, integration problems are detected early in the life cycle, and fixed equally early, assuring that whatever software modules or functionalities are delivered at any point in time, operate together as a system).

Regression Testing

Once a development project is finalized, we will deliver all artifacts produced, including all code, all automatic testing libraries (we typically strive for an 80% automatic testing coverage for the application), all testing scripts and manual test cases, as well as the results of such tests. This comprehensive software testing “package” is utilized on an ongoing basis to perform regression testing on the system, each time an incremental functionality is added (in fact, one of the great advantages of TDD is to allow for fast and effective

regression tests, especially when comparing this approach to the immense effort required to manually regress-test an application under more traditional approaches).

Oversight/Management of Testing Phases of Larger Projects

Most large projects are broken down into phases, as well as into some form of iterative development and testing cycle. Each phase can have individual iterations. The objective of management in this case is to keep sign of the larger goal of the solution. It is almost always the case that new discoveries are made or unknowns will be identified during the requirements, design or development phases. The key is to evaluate the impact of these discoveries on the iterative or phased pieces of the effort as well as on the long-term release, so that all areas of the organization are aware of potential impacts.

Through daily stand-ups and weekly project meetings, the state of the effort and any discoveries will be surfaced. Testing will be addressed on the individual components, and then within the larger scope of the application, to ensure all pieces work.

Defining Application Data Conversion Approach, Documentation, and Scripting

There are many ways in which data is converted within the computer environment. This may be seamless, as in the case of upgrading to a newer version of a computer program. Alternatively, the conversion may require processing by the use of a special conversion program, or it may involve a complex process of going through intermediary stages, or involving complex "exporting" and "importing" procedures, which may converting to and from a tab-delimited or comma-separated text file. In some cases, a program may recognize several data file formats at the data input stage and then is also capable of storing the output data in a number of different formats. Such a program may be used to convert a file format. If the source format or target format is not recognized, then at times third program may be available which permits the conversion to an intermediate format, which can then be reformatted using the first program. There are many possible scenarios

The objective of data conversion is to maintain all of the data, and as much of the embedded information as possible. This can only be done if the target format supports the same features and data structures present in the source file. Conversion of a word processing document to a plain text file necessarily involves loss of formatting information, because plain text format does not support word processing constructs such as marking a word as boldface. For this reason, conversion from one format to one which does not support a feature which is important to the user is rarely carried out, though it may be necessary for interoperability, e.g. converting a file from one version of Microsoft Word to an earlier version to enable transfer and use by other users who do not have the same later version of Word installed on their computer

The key is to clearly document the data that needs to be converted, so that none is lost, then determine the best way to convert and migrate the data to the new system. To this end, for example, Pentaho Analytics can be utilized with MongoDB for data integration and presentation. It sets up a scheduled job or process that will run and read data from a particular format, then transform it. Once the domain model is identified, the rules can be laid on top of the presentation layer.

Deployment starts once the code has been fully tested and approved for released into a production environment.

Oversight/Management of Software Implementation Initiatives

Zycron is able to provide resources who are fully experienced in all phases of application design, development, testing, and deployment. We are able to work within existing organizational and project management structures to create a managed service and project management structure for our clients. The objective of all management is to ensure that the business objectives are met, and that schedules and costs are adhered to.

Project Management and Execution

Zycron has a cadre of PMO leadership as well as PMP-certified Project Managers to ensure they can lead and guide projects according to best practice execution. They are able to work with the City's various IT organizations to design and plan projects according to Best Practices standards, to best support service delivery, service guidance, service support, infrastructure management and planning.

Methodology/Best Practices Training. Zycron is also able to work with the City to train incumbent and newly staffed resources in best practice methodologies that apply to their particular domain area. Zycron will work with the City to determine the best approach to ensure that incumbent personnel are proficient in the outgoing and emerging technologies, and that resources coming in new to the contract are already competent.

Zycron has the expertise and experience to manage discrete, well-defined infrastructure projects or an entire application development life cycle, including project definition, prototype, design, development, testing, quality assurance, deployment and maintenance. We are able to provide a Project Management Office (PMO) and/or fully functional project and managed services teams working under the direction of our customer's PMO or other management structure. Zycron has been delivering Managed Services for over ten years and has been servicing other major clients with Project and Program Management services for the past eight years.

Our project execution processes are formalized and identify the deliverables for each phase of project execution. We apply these resources and processes as consistently as possible across our customer base where we perform these services, except where our clients have instituted their own processes. We remain flexible and always work within the structure and requirements of our clients, to ensure that we help them meet their goals and objectives successfully.

- Zycron is currently a managed services provider at Nashville Electric Service (NES), managing and delivering successfully on numerous key efforts within that utility.
- We currently provide Project Management services for the Information Services Division of the City of Memphis and the State of Arkansas, managing their entire PMO, which maintains a full staff of Business Analysts, Project Coordinators, and Project Managers.
 - All projects are aligned with a formal project methodology and are supported by a Project Portfolio Management Tool.
 - Key members of our staff are Project Management Institute (PMI) certified and we maintain membership with local PMI Chapters.

Zycron is structured to support the City's Project Management requirements. We provide a project management execution in combination with application delivery, to ensure the success of its deliverables.

Once a project proposal has been surfaced, Zycron will follow the approval process to begin work, once it has received budgetary approval. The project management effort will track against budget, resources and timelines. The PMO tracks organization-wide metrics on the state of each project including project request, project execution, issues and risk, and project closure.

Zycron has been providing a disciplined project methodology for use on the City's projects and shall continue to adhere to this methodology throughout the performance of the projects. It is already in place and will require minimal transition. When necessary and expedient, Zycron revises and adapts our methodology and approach, based on the project and the City's needs.

Efficiency and Productivity

Zycron will own full responsibility for the efficiency and productivity of our project management personnel that are assigned to perform the City's projects. We can utilize the City's tools or recommend our own for implementing a detailed labor tracking capability to track project management resource availability, efficiency and productivity. The usage of an effective tool can be extended to the outsourcing vendor and third parties, if the capability is provided to them, based on the direction from the City's IT Management organization. Zycron's goal is always to support increased productivity of project teams through the use

of tools, disciplines, processes and other appropriate development productivity methods, including industry accepted “best practice” methods.

Productivity and Tracking Tools

Zycron has a Project Portfolio Management tool as mentioned above, that not only can track and report, but also provide a document repository for the City. The City may use a complement of tools, including SharePoint and Microsoft Project, to deliver the reporting and tracking outputs required for the City to monitor projects. Zycron’s resources are experienced in measuring and reporting on development productivity and improvements.

Project Management Approach

This section describes our project management services delivery.

Project Initiation. Upon receipt of a Project Request (which shall include a reasonably detailed description of the business requirements underlying such request), Zycron will prepare the following, with input from the City, its outsourcing vendor and contracted third party through the City:

- A definition of the scope of work to be performed;
- A recommendation of an appropriate Project organization team;
- Defined quality standards; and
- An assessment of the resource requirements, time requirements, impact on other Projects and the Services, and other information as required so that the City may make a reasonable business decision on whether to continue or, whether to initiate a new Project.

If it is determined that a feasibility study is required, it shall include all of the above and an evaluation of the use of third party package software vs. in-house built applications in meeting the business requirements identified for the Project, if applicable. Zycron will complete such feasibility study within a timeframe defined by the City in light of the City’s specified priority for the potential project.

In the event City elects to initiate a new project, Zycron will prepare a Project Plan and Work Schedule (as described further below) and an estimate of labor for the design, development, implementation and training required for each project. In addition, Zycron shall develop, and thereafter maintain, a knowledge base of documentation gathered throughout the project’s life and allow for re-use of such documentation for future projects.

Project Plans and Work Schedule. For each project, Zycron will develop a complete detailed project plan (“Project Plan and Work Schedule”) as approved by the City. Each Project Plan and Work Schedule shall, at a minimum:

Include detailed schedules that specify a detailed level of activity, including the planned start dates, completion dates, hours and other required resources for activities to be performed by Zycron, with the assistance of the City, ITOs the outsourcing vendor, and any third party vendor, as applicable, pursuant to the Project for which such Project Plan and Work Schedule was developed;

- Identify any pre-existing hardware, software, components and/or tools to be used;
- Include a detailed list of the deliverables and milestones (with planned delivery/completion dates) and the project management reports that will be provided;
- Describe any assumptions made in compiling the plan;
- Define roles and responsibilities of Zycron and applicable City and outsourcing vendor personnel;
- Provide a risk assessment and cost/benefit analysis for the Project;
- Assess the extent to which vendor outsourcing resources are available and required to perform each Project. Following approval by City, Zycron shall perform such work in accordance with the applicable Infrastructure Project Plan and Work Schedule.

The City may provide project leadership with extensive technical and functional experience, as well as legacy knowledge. Zycron will make every effort to ensure that the project leaders are retained who perform to the expectations of the City's service levels.

In addition, Zycron is fully capable of providing proven application development tools and methodologies to improve the productivity of its development staff, as well as project management tools and techniques to reduce project timelines and improve the allocation of programming staff across different projects. Zycron will gladly recommend methodologies that have the capability to reduce duplication among application development projects, improve the current testing process and reduce costs.

Training

The City is asking for a technology staffing solution that includes all training plans and costs. It is requesting that training be provided for each city role required for implementation and for future sustainability of the proposed Professional Services solution. The vendor is expected to be familiar with any software and services recommended in the proposal.

The City clarified in its responses to questions that Zycron solutions must provide sufficient knowledge transfers so that systems can be maintained and documentation from any installations or development pursued. The City is wanting to ensure that knowledge transfer will occur between Zycron resources and those of the City in terms of new development tools, skills and best practices. As this is primarily a contract to provide individual staffing roles, Zycron will ensure that resources commit to the knowledge

transfer process. This can be coordinated and facilitated by the City's IT and project management on a regular basis.

Technical Support Services

The City is also desiring that the vendor provide all costs associated with supporting the proposed solution, in terms of support or annual maintenance. As clarified by the City, this proposal is for a staffing solution. Zycron is fully prepared to provide hardware solution recommendations supplied by third parties, as well as the necessary professional services to support the Department of IT organization in its evaluation of those solutions. We have provided this type of consulting to numerous clients and would be happy to discuss an approach for evaluating the City's strategic technology recommendations as it relates to its long-term roadmap.

7. Recruitment, Fulfillment and Delivery

Overview

Zycron has been rewarded repeatedly with multiple contract renewals by its clients for demonstrating an operational attentiveness and ensuring the highest quality delivery of service. At Zycron, we have continually refined and improved our processes to meet the challenges of our customers, which include, but are not limited to, the ever-changing technology landscape and the competitive economy. Our resources, currently spread across the state, fill a variety of roles and positions, and are trained in current and emerging technologies. Zycron will be able to provide personnel who represent both the current and future plans of the City's IT organization.

The City is right to want candidates that satisfy a rigorous evaluation process. It has been to Zycron's advantage to require the same. Our reputation in the marketplace and among our clients is strong and we intend for our continued relationship with the City to be nothing less.

Zycron utilizes a finely-tuned recruiting and placement process that enables us to respond quickly to any staffing request, regardless of size or position level. We apply customer-focused Account Management, aggressive resource recruiting and hands-on client support. We are able to do this and successfully minimize the validation effort required by our clients in their own evaluation process.

Zycron Recruiting

The recruitment of staffing and project resources begins with the relationships we have established with our consultants and employees, as well as with our clients. We have a successful in-house referral program, and we also leverage outside resources like LinkedIn, local user groups, and industry associations to find qualified candidates. We have a strong social media presence that we use to promote our brand locally, regionally, and nationally. All of these inputs are combined in our full life-cycle recruiting approach; our methodology and tool set enable all recruiters to respond quickly and effectively to client requests.



Talent Acquisition

All members of the department are experienced in full life-cycle recruiting, including identification and clarification of client requirements; interviewing, screening, and testing of highly skilled professionals; submitting candidates using the preferred tools and procedures of each client; and placing the candidates. They will work in partnership with Zycron's Program/Account Manager to ensure the City receives 100% coverage on every position and job request.

Bullhorn is Zycron's internal recruiting and database workflow application, which enables us to speed our time to market with candidates and also enables our clients to fill positions with pre-screened applicants. Bullhorn facilitates all aspects of the hiring process including managing open positions, tracking candidates, and providing recruiters with tools to complete each hiring activity throughout the hiring process. Bullhorn provides Zycron with the following capabilities:

- Complete archive of every contractor/employee working or on the bench.
- Client management capability, showing candidate, manager, and client data.
- Automatic receipt of resumes via web sites and email.
- Centralized, searchable database to support searches by skill, keyword, position title, location, and other criteria.

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- Real-time job posting to the Zycron corporate web site.
 - Contact management and call record history for Zycron candidate database.
 - Search agents that run continuously, notifying recruiters of matches.
 - Customizable and ad-hoc reporting to track candidates, recruiter efficiency, and hiring activity, which can be used for reporting activity to the City.
 - Customizable skill definitions to identify specific job classification matches.
 - Matching of candidates to positions and job classifications, and vice versa.
 - Hiring Process Management, to track events associated with a job, candidate, or manager.

Our software solution facilitates the recruiting and screening process by providing recruiters with a host of productivity tools and a menu of hiring activities for each step in the process. Candidate records are easily updated once a step in the hiring process is completed. The candidate's record always displays where the candidate is in the process and every notation is time and date stamped.

The use of Bullhorn also leverages the benefit of online advertising and job boards such as Monster, HotJobs and Dice by capturing all applicants and allowing for comprehensive searches within the database.

Candidate Screening

Zycron performs a thorough candidate review that includes the following criteria:

- 10 years' law enforcement check for each state and county lived in
- Credit report (if applicable)
- Driver's license trace
- Social security trace
- Employment history (10 years)
- Education history (highest degree completed)
- Three individual references
- Military Notice (if applicable)
- Professional/Licenses/Certifications (if applicable)
- E-Verify
- Drug screen (10-panel).

Zycron performs a thorough resume review, as well as an in-person, telephone or online screening/interview, to confirm that the candidate is qualified, interested, and available. If the candidate passes this initial screening, Zycron will schedule a more in-depth evaluation. Our process of personal, face-to-face and webcam interviews assures our team of a proper

match for any request, and a proper cultural fit for our client. Technical aptitude, communication skills, attention to detail, and customer service responsiveness are all skills that we measure during our candidate assessment. These efforts have established our reputation; *in fact, many Zycron contract resources have gone on to be hired by our clients as full-time employees.* As a result of our demonstrated commitment, many of our contract clients rely on us to provide full-time staff recruiting to augment their traditional human resources efforts.

An often crucial step in qualification involves online testing and/or a technical interview to determine the candidate's specific technical competencies. Zycron uses subject-matter experts to conduct technical screenings and web-based technical screening programs such as ProveIt!, a validated assessment tool from IBM/Kenexa that includes topics in a multitude of disciplines, and Derrico Computers, which performs rigorous technical interviews for recruiters that assess the strengths of all incoming consultants and employees. Zycron, upon the City's request, will share technical testing results of the actual skill level and technical capabilities of our candidate.

Drug and Background Checks

Zycron performs drug testing and background checks for all consultants we look to place with our clients and are open to utilizing the City's preferred contractor. Zycron recruiters perform all reference checks.

Fulfillment

Candidate Placements and Performance Monitoring

Zycron has always been an organization that keeps its pulse on the status of its accounts. Our Account Executives will ensure that the City hiring managers are satisfied, that Zycron resources are performing to position requirements, and that all agreements with the City are in total compliance. We guarantee quick response and resolution to any issues that arise with our resources, and are able to backfill positions in a very short time frame. The City hiring managers and Zycron's resources will have 24-hour access to Zycron's the City Account Management team.

Zycron will frequently monitor the performance of our candidates at the City. We are firm believers in performance measures, and have put these into our contracts with major clients. In the short and long run, they are mutually beneficial to our clients and to Zycron, as an effective method for ensuring cost containment and improved service.

Reviews and Appraisals

Zycron puts a high premium on quality of performance, achievement of service levels and project objectives, and personnel productivity, which is demonstrated by our hands-on resource management approach. Zycron uses the following stop gaps to ensure we remain on track with our commitments:

- Regular communication between the City’s Purchasing/Staffing Coordinator and Zycron’s the City-dedicated Program/Account Manager, through status meetings, quarterly reviews, and reporting.
- Project planning, if applicable, which can facilitate quick identification of potential problems and opportunities.
- Personnel appraisals on an annual basis, and more frequently, if escalation procedures are in place as the result of poor performance.
- Personnel training, to ensure all staff has the proper knowledge of the City-specific systems, processes and methods to perform their jobs effectively.

Zycron is confident of its ability to keep a finger on the pulse of the City objectives and contractor performance through effective management, reporting and communication. Under no circumstances will Zycron allow performance, process or personnel issues to disrupt the City’s service levels.

Zycron’s ability to properly screen for candidates who deliver the highest quality of service and expertise at competitive rates but also who embody stability and integrity in their approach to work has enabled us to minimize the impacts of absenteeism. In addition, expectations for performance and attendance are established and communicated during orientation for new contract assignments. With many clients, we meet regularly with the hiring managers to stay on top of any issues that may be occurring with our consultants and their performance. We are responsive and take action quickly, using our defined escalation process to see it rectified and, if necessary, work with client managers to replace the resource.

In the event that an employee presents a problem in terms of poor performance, absenteeism or disruptive behavior, Zycron implements a 4-step escalation and fulfillment procedure:

#	Step	Description
1	First Warning	If a performance issue arises, the Zycron Account Executive will meet with the employee who is demonstrating poor performance, absenteeism or disruptive behavior to communicate the areas of concern and to establish a plan to

#	Step	Description
		improve performance in these areas. Progress for this plan will be evaluated at an appropriate time interval.
2	Second Warning	If the employee has not improved or taken any corrective actions after the initial counseling session, the Zycron Account Executive will inform the employee that immediate improvement must be demonstrated or he/she will face possible disciplinary action, including possible removal from the assignment.
3	Third Warning/ Corrective Action	If the employee has not taken any corrective actions nor improved performance, Zycron Account Executive will meet with client manager to enforce appropriate corrective actions and if necessary create a resource transition plan.
4	Replacement of Resource	Zycron will identify, qualify and submit replacement candidates that meet client manager expectations within two to five days.

The above steps have proven to be effective; fortunately, these types of issues are not a common occurrence for our contractors. Zycron’s recruiting and hiring process reduces the likelihood of a candidate with these types of problems from being placed on one of our client assignments.

Transitioning Resources

Our ability to hire strong, high-quality resources and our commitment to treat them well has led to a low *eight percent* annual attrition rate, a key indicator of the strength of our team to qualify and appropriately place resources. Zycron’s successful track record of employee retention is the result of deliberate attention to our resources as people first, their professional development, and their need for a strong benefits package. As a result, our resources are motivated to remain with us and our clients through numerous contract renewals.

Should they occur, we are able to proactively plan for sudden departures of resources by making sure we have updated project information throughout the life of the contract, allowing us to easily backfill resources for open positions and ensure new resources are thoroughly versed in project details. In the event a contractor leaves, Zycron will work rapidly to replace that resource and support any training requirements that are necessary. Additionally, Zycron maintains a database of known resources who are experienced in the requisite technologies and can easily backfill the position in question.

Client Reporting

Zycron configures its presence with its clients to best meet the communications and reporting needs of the clients. Beyond phone or email communications, Zycron will define the best approach to providing relevant reporting that best serves the City's purposes.

Monthly Management/Metrics Reporting for Staffing

From a reporting standpoint, Zycron is able to generate numerous reports that can be shared with the City as needed, indicating the status of open requisitions, fulfillment, and cost. These reports are available through Bullhorn and can be customized to meet any needs you have for assuring quality and tracking performance against the contract. These reporting and tracking tools enable us to report on placement success, manage the number of hours per position, and invoice appropriately per contract. We provide regular monthly performance metrics and ad hoc reporting when requested, and will conduct regular and recurring Customer Satisfaction surveys of all key constituents participating in this service.

Zycron has several options to measure service and client satisfaction levels. Zycron can provide regular monthly performance metrics, including a summary of all placement events occurring during the reporting period with a brief synopsis. Other metrics to be provided will demonstrate the number of requisitions received, the fulfillment rate, the retention/turnover rate, as well as the rate of renewals, as described below:

- **Placement Success.** This shows by month the total number of City positions open and the total number of positions filled each month.
- **Jobs Submittal.** This shows the number of submittals Zycron averages to an open position. We take the total number of monthly submittals that are submitted against the open positions in that month and produce a ratio.
- **Interview-Placement.** This shows the number of interviews conducted in a month against the open positions within that month and how many interviews were conducted to get to a placement.
- **Completed Assignment.** In any month, we have assignments that end. This section shows the number of positions that closed that month and how many of those that closed were completed per the contracted term agreement. Those that were not would be counted in several categories that include fired or resigned.

Monthly Reporting

Zycron can generate a monthly report for the City, as requested, to demonstrate our delivery and fulfillment performance against all requisitions.

In-Person Meetings

Zycron will has a local presence which guarantees availability to meet with managers and team leads. We will also walk in our candidates for interviews as well as their first day.

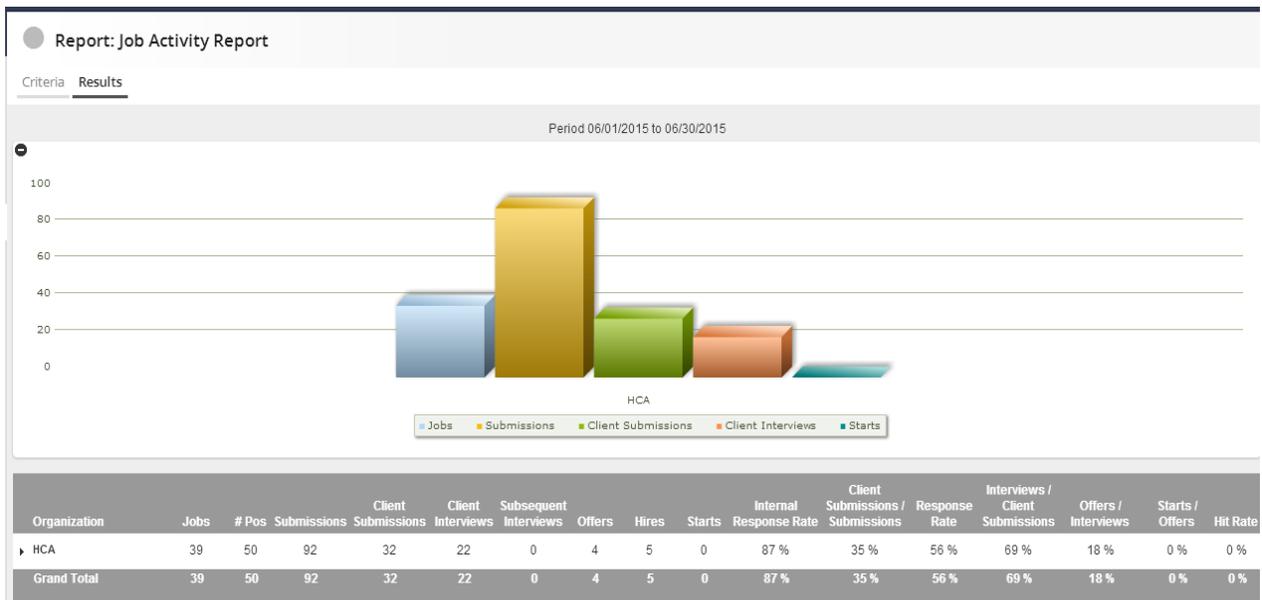
Quarterly Reviews

Zycron will schedule quarterly reviews with the City’s Contract Staffing Coordinator to discuss the state of the contract, service levels and any improvements that will ensure the City’s success.

Reporting Examples

The following are examples of Zycron’s robust reporting capabilities that provide information on overall client placements, as well as submission, interview, offers, hires, start/end dates and rates. Zycron’s Bullhorn system will allow us to configure reports in any format desired by the City.

Client Activity Report by Date Range



Client Activity Report Detail by Date Range

Report: Job Activity Report

Criteria Results																	
Organization	Jobs	# Pos	Submissions	Client Submissions	Client Interviews	Subsequent Interviews	Offers	Hires	Starts	Internal Response Rate	Client Submissions / Submissions	Response Rate	Interviews / Client Submissions	Offers / Interviews	Starts / Offers	Hit Rate	
HCA	39	50	92	32	22	0	4	5	0	87%	35%	56%	69%	18%	0%	0%	
Contact	Jobs	# Pos	Submissions	Client Submissions	Client Interviews	Subsequent Interviews	Offers	Hires	Starts	Internal Response Rate	Client Submissions / Submissions	Response Rate	Interviews / Client Submissions	Offers / Interviews	Starts / Offers	Hit Rate	
▶ Hiring Manager	1	1	1	0	0	0	0	0	0	100%	0%	0%	0%	0%	0%	0%	
▶ Hiring Manager	3	3	1	0	0	0	0	0	0	33%	0%	0%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	3	1	0	0	0	0	0	100%	33%	100%	0%	0%	0%	0%	
▶ Hiring Manager	2	2	2	1	0	0	0	0	0	100%	50%	50%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	6	1	2	0	1	1	1	100%	17%	100%	200%	50%	100%	100%	
▶ Hiring Manager	2	2	4	1	1	0	1	1	1	100%	25%	50%	100%	100%	100%	100%	
▶ Hiring Manager	5	11	18	3	3	0	0	0	0	100%	17%	60%	100%	0%	0%	0%	
▶ Hiring Manager	2	4	9	7	3	0	0	0	0	100%	78%	100%	43%	0%	0%	0%	
▶ Hiring Manager	1	1	4	1	4	0	0	0	0	100%	25%	100%	400%	0%	0%	0%	
▶ Hiring Manager	1	1	10	3	3	0	0	0	0	100%	30%	100%	100%	0%	0%	0%	
▶ Hiring Manager	1	4	4	2	1	0	0	0	0	100%	50%	100%	50%	0%	0%	0%	
▶ Hiring Manager	1	1	3	1	0	0	0	0	0	100%	33%	100%	0%	0%	0%	0%	
▶ Hiring Manager	3	3	4	1	1	0	2	2	2	100%	25%	33%	100%	200%	100%	200%	
▶ Hiring Manager	5	5	5	2	0	0	0	0	0	60%	40%	40%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	3	1	0	0	0	1	1	100%	33%	100%	0%	0%	0%	100%	
▶ Hiring Manager	3	3	6	3	0	0	0	0	0	67%	50%	67%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	1	1	0	0	0	0	0	100%	100%	100%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	2	2	1	0	0	0	0	100%	100%	100%	50%	0%	0%	0%	
▶ Hiring Manager	1	1	1	0	0	0	0	0	0	100%	0%	0%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	1	0	1	0	0	0	0	100%	0%	0%	0%	0%	0%	0%	
▶ Hiring Manager	2	2	4	1	2	0	0	0	0	100%	25%	50%	200%	0%	0%	0%	
Grand Total	39	50	92	32	22	0	4	5	0	87%	35%	56%	69%	18%	0%	0%	

Individual Client Hiring Manager Detail by Date Range

Report: Job Activity Report

Criteria Results																	
Organization	Jobs	# Pos	Submissions	Client Submissions	Client Interviews	Subsequent Interviews	Offers	Hires	Starts	Internal Response Rate	Client Submissions / Submissions	Response Rate	Interviews / Client Submissions	Offers / Interviews	Starts / Offers	Hit Rate	
HCA	39	50	92	32	22	0	4	5	0	87%	35%	56%	69%	18%	0%	0%	
Contact	Jobs	# Pos	Submissions	Client Submissions	Client Interviews	Subsequent Interviews	Offers	Hires	Starts	Internal Response Rate	Client Submissions / Submissions	Response Rate	Interviews / Client Submissions	Offers / Interviews	Starts / Offers	Hit Rate	
▶ Hiring Manager	1	1	1	0	0	0	0	0	0	100%	0%	0%	0%	0%	0%	0%	
Organization	Job	Type	# Pos	Status	Recruiter	Start Date	City & State or Province	Submissions	Client Submissions	Interviews	Subsequent Interviews	Offers	Hires	Starts			
▶ HCA	#12683 Senior Security Threat Engineer	Contract To Hire	1	Accepting Candidates	Scott Fernandez	08/23/2015	Nashville, Tennessee	1	0	0	0	0	0	0			
▶ Hiring Manager	3	3	1	0	0	0	33%	0%	0%	0%	0%	0%	0%	0%			
▶ HCA	#12646 Database Reporting Analyst	Direct Hire	1	Accepting Candidates	Bob King	06/16/2015	Nashville,	0	0	0	0	0	0	0			
▶ HCA	#12648 Manager of Technical Services	Direct Hire	1	Accepting Candidates	Adreena Perry	06/16/2015	Nashville,	0	0	0	0	0	0	0			
▶ HCA	#12647 Senior Security Operations Engineer	Direct Hire	1	Accepting Candidates	Ernie Jones	06/16/2015	Nashville,	1	0	0	0	0	0	0			
▶ Hiring Manager	1	1	3	1	0	0	0	0	0	100%	33%	100%	0%	0%	0%	0%	
▶ Hiring Manager	2	2	2	1	0	0	0	0	0	100%	50%	50%	0%	0%	0%	0%	
▶ Hiring Manager	1	1	6	1	2	0	1	1	1	100%	17%	100%	200%	50%	100%	100%	
▶ Hiring Manager	2	2	4	1	1	0	1	1	1	100%	25%	50%	100%	100%	100%	100%	
▶ Hiring Manager	5	11	18	3	3	0	0	0	0	100%	17%	60%	100%	0%	0%	0%	
▶ Hiring Manager	2	4	9	7	3	0	0	0	0	100%	78%	100%	43%	0%	0%	0%	
▶ Hiring Manager	1	1	4	1	4	0	0	0	0	100%	25%	100%	400%	0%	0%	0%	
▶ Hiring Manager	1	1	10	3	3	0	0	0	0	100%	30%	100%	100%	0%	0%	0%	
▶ Hiring Manager	1	4	4	2	1	0	0	0	0	100%	50%	100%	50%	0%	0%	0%	

8. Zycron Financial Strength

Throughout our 23-year history, Zycron has displayed consistent financial stability. The company has been profitable every year and has experienced significant growth under the leadership of our Executive Team which is entirely located in the Tennessee Valley.

Our executive chairman's financial expertise is evident through his long-standing involvement in the financial and banking community. Darrell is a former member of the Federal Reserve Advisory Board Federal Reserve and he is a co-founder and co-organizer of Tennessee-based Reliant Bank where he serves on the Board of Directors, the Audit and Compensation Committee, and the Executive Loan Committee.

Because of the value of our services, our competitive pricing, the service of our dedicated employees and our client partnerships, Zycron was able to not only survive but thrive during the recent economic recession. In the last five years, Zycron's revenues have doubled with back to back annual earnings approaching \$40 million.

Appendix A. Cost Summary

This section contains our pricing sheet and schedule of rates, discounts and mark-ups. In addition, we have included an explanation of TCO (Total Cost Opportunity?) and our success with several of our clients to manage costs and productivity.

As stated in the RFP, Zycron, being familiar with the requirements of The City of Chattanooga Request for Proposal for a Professional Services solution, proposes to furnish products and services to The City in accordance with that request.

Zycron has identified and priced roles and positions necessary to manage and deliver solutions and services in the following areas:

- Infrastructure Design, Support and Implementation
- Project Management & Business Analysis
- Application Development
- Help Desk Personnel

The pricing spreadsheet below includes the job titles/descriptions identified in this RFP, as well as those Zycron has identified that would enable us to deliver services and complete projects.

The summary below reflects projected cost for The City for the Professional Services solution and implementation. Supporting detail must be attached describing hourly rates, projected expenses, software and hardware expenses, annual support and maintenance, discounts along with any other detail that will lead to a clear understanding of the proposal.

City of Chattanooga RFP Pricing (Regional - CHA, BNA, ATL)

Role	Low	High	Fixed Markup**
Help Desk Services	\$ 27.00	\$ 35.00	25%
Infrastructure Services			
Network	\$ 41.00	\$ 68.00	25%
Systems & Servers	\$ 42.00	\$ 75.00	25%
InfoSec	\$ 45.00	\$ 105.00	25%
Project Services			
BAs	\$ 62.00	\$ 74.00	25%
PMBOK PMs	\$ 65.00	\$ 90.00	25%
Agile CSMs & CSPs	\$ 62.00	\$ 95.00	25%
PMO Services	Cost plus 25%		
Application Services			
LAMP specialists	\$ 60.00	\$ 85.00	25%
MEAN specialists	\$ 63.00	\$ 91.00	25%
Data Integration specialists	\$ 65.00	\$ 95.00	25%
DevOps specialists	\$ 63.00	\$ 89.00	25%
Documentation specialists	\$ 42.00	\$ 60.00	25%
Iteration Managers	\$ 65.00	\$ 100.00	25%
QA Analysts	\$ 43.00	\$ 64.00	25%
Training			
Knowledge transfer	Included		
Specialized training	Cost plus 25%		
Annual Maintenance & Support	N/A		
Other Costs			
Engagement Manager	\$ 75.00	\$ 85.00	25%
Total	N/A		

Fixed Markup**

Zycron provides W-2 contractor employees a comprehensive benefits package that includes medical insurance, paid holidays, paid time off, 401k and various other benefits. This facilitates a happier and more stable employee, and also aligns more closely with the City employee benefits culture. Zycron recognizes that, while regional IT talent pay may vary with market demand conditions, we can and will control our costs and be good stewards of City funds. This is a foundational pillar of a working partnership.

Total Cost Ownership Opportunities

Zycron has always worked with its clients in partnership to ensure that the overall client objectives are met. With the focus on controlling costs and managing demand, Zycron has applied a unique approach to ensuring it consistently delivers value. Zycron will maintain a strong relationship with its City resources from the start. We will support them throughout their employment with the City, not only helping them to find housing, if they have come to the Tennessee Valley from other cities, but also to help them acclimate to their new environment. Our strong commitment to our employees allows us to anticipate and respond to any questions or issues the consultant may have before they develop into a time and cost consuming issue. Our goal is to ensure that employees hired by the City remain satisfied, have a high touch point with Zycron, and also establish strong social connections to the City of Chattanooga.

From our standpoint, there are two areas where we are able to deliver value and ensure business continuity.

Strong Benefits Package. As stated earlier with regard to industry trends and resourcing challenges, in today's market, we are finding that candidates are consistently looking for a strong benefits package that includes health insurance and a 401K plan. This is a shift from prior years where candidates were more rate-focused. Zycron's advantage is that our benefits package is extremely attractive to the candidates we recruit and this enables us to attract some of the most talented, stable, selective and happy individuals to our client base. As a result, we do not experience the turnover of many other firms that do not offer these benefits, enabling our clients to retain the knowledge base they recruit for as long as desired. This has the advantage of reducing total cost of ownership.

Technology Shifts. We find that candidates with web, mobile, cloud and virtual server expertise are in high demand. Nearly all organizations today are extending their technology to these spheres, so that customers can use services "on the go". Additionally, candidates in these fields are looking for companies where they are challenged in these new fields.

Zycron's turnover rate is only 8%, far lower than the national average. We are successful in retaining resources and teams for our clients due to the fact that as an organization, we have invested in providing competitive pay and a strong benefits package, as well as focusing on rewarding and recognizing employee achievement.

Improvements at our Largest Customers

Zycron has contributed to the bottom line of several of its clients. The following summary describes Zycron's experience with decreasing the Total Cost of Ownership at some of our biggest clients:

Hospital Corporation of America (HCA)

Throughout our 12 year partnership with HCA, our understanding of their environment, company culture, and expectations coupled with our rich recruiting vetting process, we have created tremendous efficiencies for HCA's hiring managers by effectively reducing the time and cost of procuring IT resources and expertise. Because we fully qualify our resources and managed teams, we experience a minimum of attrition, which results in a minimum of retraining and re-staffing. As a result, we minimize the time, effort and administration HCA must expend in identifying, acquiring, managing and invoicing contract labor. Finally, our understanding of HCA's employee friendly culture, technology direction and the opportunities for career growth allow us to better negotiate pay rates and all these factors combined positively influence TCO at HCA.

Tennessee Valley Authority (TVA)

Zycron was awarded a contract with BTG as a partner in September 1996, Zycron met frequently with TVA and BTG to discuss TVA's expectations with regard to the staffing contract, opportunities for hiring efficiencies, and TCO. When BTG made the business decision to leave TVA and Zycron became the prime contracting company in 1999, Zycron continued to meet regularly as a practice with TVA, to ensure we remained in line with TVA's expectations with regard to TCO.

One of the key concerns expressed to Zycron was the high rate of turnover that previous staffing vendors had experienced at TVA, the hidden costs of off boarding contractors and going back through the time-consuming process of interviewing new candidates. Zycron made a commitment to TVA to lower the turnover rate, which immediately resulted in a lower TCO. Key factors included Zycron's commitment to offering its employees a strong benefits package, as well as making them feel a part of the Zycron team and expressing appreciation for their good work. Over the last 18 years, Zycron's turnover rate at TVA has been under 6%, a fact that has not gone unnoticed by several TVA hiring managers who have benefited from the reduction in overall IT contracting costs.

Another area where Zycron made a contribution was in TVA's application development group, which had onboarded some contractor development resources who delivered less-than-optimal documentation and code. TVA requested that Zycron perform a thorough search of the Chattanooga market for "high quality" developers who could effectively lower the applications development group's (ADG) TCO. Over the next eight years Zycron onboarded over 50 highly qualified developers in the Chattanooga market to TVA, many of

whom have since been converted to permanent TVA employees. To date, the average length of a developer's assignment at TVA has been over five years. TVA has expressed its appreciation to Zycron for its help in ensuring that development projects are consistently completed on time and under budget, and that the quality of documentation and code provided by our resources are beneficial to subsequent team members utilizing these deliverables.

There are several other areas where TVA's TCO have been lowered through Zycron's efforts to deliver the highest quality of IT professionals to TVA, including over 18 Help Desk professionals who provide dependable work and have minimized turnover in that organization..

Zycron looks forward to continuing its work with TVA to develop new approaches to lowering TVA's TCO.

City of Memphis

Under the banner of IT Governance, Zycron has assisted the City of Memphis' IT leadership in both cost savings and cost avoidance. With the implementation of a Project Portfolio Management tool (Innotas), the City was able to achieve a \$200,000 savings during the first year of operation. The introduction of IT Governance practices and methodologies have increased the department's overall productivity in the qualification, approval, and management of more than \$19M worth of IT projects.

Nashville Electric Service (NES)

Zycron has contributed significantly to the TCO at Nashville Electric Service as described below:

Supporting the outsourcing of IT operations for Nashville Electric Services (NES) since 2004, Zycron manages all Network and Infrastructure, Application and Service Desk operations. Our site management team considers the Total Cost of Ownership for the planning, implementation and support of IT projects. This requires careful analysis to identify obvious and hidden costs that make up the total cost of ownership for these initiatives.

Direct costs such as the purchase price for software or hardware are many times burdened with less obvious expenses like acquisition, reconfiguration, set-up, deployment, operating, physical and electronic security and disposal costs. Understanding and employing TCO techniques plays an important role in making key strategic decisions for our clients.

At NES, Zycron has followed standard methodologies for the planning and execution of each initiative; however, each initiative is tailored to deliver the value/savings that best suits the client's needs. We use IT governance processes to insure efficient and effective utilization of IT resources and to keep the resources focused on the initiatives that are the most meaningful to the client. Some examples of cost saving initiatives include:

-
- Zycron provides onsite technical staff to implement and manage desktop and laptop hardware and software. By having trained staff onsite, Zycron saves the client from having to purchase Dell support at an elevated rate. The Zycron helpdesk receives all problem calls which are logged creating a problem ticket. Over 65% of the trouble calls are resolved on the initial call. Other problem tickets are triaged to the appropriate resource. Desktop and laptop calls are routed to the Zycron desktop support team to be resolved. If the problem is hardware related, our technicians contact Dell and since our staff performs initial troubleshooting, Dell provides immediate response with hardware replacement.
 - Zycron provides onsite support for the Oracle PeopleSoft Human Resource management system. Over the past 4 years, Zycron has saved NES over \$200,000 by performing software upgrades in house versus relying exclusively on expensive PeopleSoft resources. The onsite team keeps the system up-to-date on all significant fixes, tax updates and software enhancements.
 - Zycron's onsite application support team has deferred the expense of replacing NES' customer information system by implementing web service technology. Web services allow the legacy customer information system to interact with other NES systems in a flexible, secure and reliable manner. Without web service capability, the system would have been replaced five years ago. CIS replacement projects for utilities the size of NES cost between \$10 million and \$20 million.
 - Zycron introduced storage area network (SAN), server blade and server virtualization technology to NES which provide solid disaster recovery capabilities, reduces the ramp up time to build new server environments while reducing the cost of ownership. These initiatives have replaced dozens of servers with a managed server farm containing a few servers.
 - Zycron implemented a cost effective mobile application for field service technicians allowing real-time dispatching and route management capabilities for meter reads, disconnections and reconnections. With the new system, NES was able to save resource time and reduce turnaround time on important customer service restoration activities.

Zycron developed and manages the NES website onsite saving NES tens of thousands of dollars and enabling secure connections to other NES systems to provide online services to NES' stakeholders. Implementation of alternative vendor provided solutions were estimated at over \$275,000.

Appendix B: Affirmative Action and Diversity

Affirmative Action Plan

The following is Zycron's signed Affirmative Action Plan with the City.

The City of Chattanooga is an equal opportunity employer and during the performance of this Contract, the Contractor agrees to abide by the equal opportunity goals of the City of Chattanooga as follows:

1. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or handicap. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, national origin, or handicap. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay, or other forms of compensation, and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin, or handicap.
3. The Contractor will send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. In all construction contracts or subcontracts in excess of \$10,000 to be performed for the City of Chattanooga, any contractor and/or subcontractor is further required to file in duplicate within ten (10) days of being notified that it is the lowest responsible bidder, an affirmative action plan with the EEO Director of the City of Chattanooga. This plan shall state the Contractor's goals for minority and women utilization as a percentage of the work force on this project.
5. This Plan or any attachments thereto shall further provide a list of all employees annotated by job function, race, and sex who are expected to be utilized on this project. This plan or attachment thereto shall further describe the methods by which the Contractor or Subcontractor will utilize to make good faith efforts at providing employment opportunities

for minorities and women. During the term of this contract, the Contractor upon request of the City, will make available for inspection by the City of Chattanooga copies of payroll records, personnel documents and similar records or documents that may be used to verify the Contractor's compliance with these Equal Opportunity provisions.

6. The Contractor will include the portion of the sentence immediately preceding paragraph 1 and the provisions of paragraphs 1 through 6 in every subcontract so that such provisions will be requested of each subcontractor. The Contractor agrees to notify the City of Chattanooga of any subcontractor who refuses or fails to comply with these equal opportunity provisions. Any failure or refusal to comply with these provisions the contractor and/or subcontractor shall be a breach of this contract.



(Signature of Contractor)

Darrell Freeman, Executive Chairman of Zycron, Inc.

(Title and Name of Company)

January 21, 2016

(Date)

Zycron's Commitment to Diversity

As one of the largest minority-owned IT companies in the South, Zycron's business model has always emphasized diversity in the workforce, and our organization has been active in the Minority Supplier Development Councils in Tennessee, Kentucky, Georgia, and Florida for many years. We are a Prime vendor on nearly all of our contracts, and our status as Minority Business Enterprise often helps our clients meet their own commitments to diversity.

Zycron is certified as an MWBE in over a dozen cities and states, including the State of Tennessee. We are also an active member of the Mid-South Minority Business Continuum (MMBC) in Memphis, Tennessee and were a sponsor for the 2012 Robert R. Church Awards where Executive Chairman Darrell Freeman provided the keynote address to MBEs and corporate members detailing how to achieve excellence in business. He was also a featured speaker at the MMBC's annual Economic Development Fair in both 2008 and 2010 where he talked about "What It Takes to Grow MBEs to Scale." Zycron recently became a member of the Mississippi Minority Business Alliance (MMBA) in Jackson, Mississippi where, in 2013, Darrell was the keynote speaker at the MMBA's annual gala. In 2013, Zycron was proud to be awarded the Tennessee Minority Supplier Development Council "Supplier of the Year" based on a nomination from Toyota, our third such nomination and award.

Zycron fully supports the emphasis NES places on valuing contractors that participate in its Supplier Diversity program. Since its inception, Zycron has been committed to helping minorities in their professional and business growth. We provide by providing scholarships to Fast Track, a program dedicated to helping small companies to develop a solid business plan, market their business, develop cash flow plans, understand insurance, and manage human resources. Zycron's Founder and Chairman, Darrell Freeman, funded this scholarship program in 2003, with over ten scholarships being awarded in the years since 2003. Recently, he initiated scholarships in the Chattanooga area.

Zycron has been registered as a Supplier Diversity Business (SDB) with NES since 2004. Fifty-one percent of the contract revenue received from NES will go to Zycron, as it does today.

Appendix C: Zycron Insurance and Indemnification

Zycron has reviewed the requirements for insurance coverage and upon award of the contract with the City of Chattanooga for Professional Services Provider SLA, will be in full compliance with all terms. We will maintain adequate insurance coverage at all times. Additionally, Zycron will not commence any work under this agreement without first obtaining and causing any subcontractors to procure and keep in force all insurance required per the City of Chattanooga contract.

Zycron agrees to defend and hold harmless the City of Chattanooga against any and all losses, claims, suits, actions and costs of any kind.

Our coverage includes Workmen's Compensation Insurance and General Public Liability and Property Damage Insurance.

NOTEPAD	INSURED'S NAME Zycron Inc	ZYCRO-1 OP ID: SJ	PAGE 2 Date 01/15/2016
<p>Certificate Holder is named as an additional insured with respects to the General Liability policy when required by written contract.</p> <p>When required by a written contract between the parties, the General Liability is Primary and Non-Contributory to any insurance available to the Certificate Holder.</p> <p>The Umbrella Policy is not excess to the Technology Professional Liability Policy.</p> <p>Waiver of Subrogation is provided in favor of the GL policy when required by written contract.</p>			



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/18/2016

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

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

PRODUCER Automatic Data Processing Insurance Agency, Inc. 1 Adp Boulevard Roseland, NJ 07068		CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL: ADDRESS:																						
INSURED ZYCRON INC 413 WELSHWOOD DR Nashville, TN 37211		<table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A :</td> <td colspan="2">Rated by Multiple Companies</td> </tr> <tr> <td>INSURER B :</td> <td colspan="2"></td> </tr> <tr> <td>INSURER C :</td> <td colspan="2"></td> </tr> <tr> <td>INSURER D :</td> <td colspan="2"></td> </tr> <tr> <td>INSURER E :</td> <td colspan="2"></td> </tr> <tr> <td>INSURER F :</td> <td colspan="2"></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A :	Rated by Multiple Companies		INSURER B :			INSURER C :			INSURER D :			INSURER E :			INSURER F :		
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COVERAGES **CERTIFICATE NUMBER: 436306** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A N 76WEGLT5017	11/24/2015	11/24/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER City of Chattanooga Attn: Sharon Lea Purchasing Dept. City Hall Suite G 13 Chattanooga, TN 37402	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Kenny M. Min</i>
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Appendix D: Zycron Employee Benefits

In today's market, we are finding that candidates are consistently looking for a strong benefits package that includes health insurance and a 401K plan. Zycron's advantage is that our benefits package is extremely attractive to the candidates we recruit and this enables us to attract some of the most talented, stable, selective and happy individuals to our client base. As a result, we do not experience the turnover of many other firms that do not offer these benefits, enabling our clients to retain the knowledge base they recruit for as long as desired.

Summary of Employee Benefits

Timesheets for Payroll

Zycron's pay periods are the 1st through the 15th and the 16th through the end of the month. Zycron timesheets are to be filled out daily via the online ADP EzLabor Manager system.

Please Note: You **must** enter your time in the ADP Ezlabor Manager system in order for your time to be processed for payroll. Additionally, your hours (excluding PTO) entered in the ADP Ezlabor system should be the same as the hours reflected on your client approved timesheet.

Please review the payroll schedule for the deadline for entering your time to ensure timely payment. If you are unable to enter your time prior to the deadline, it will be included in the next payroll run.

Paychecks are issued on the 7th and 22nd of each month. Should these days fall on a weekend, paychecks are issued the Friday prior.

Overtime

To qualify or be eligible for the overtime premium, a Zycron hourly employee must be paid less than the specified \$27.63 per hour and must work more than the FLSA specified forty (40) hours in the Zycron work week. If a Zycron employee does meet these criteria, then he/she will be paid the overtime premium (1.5 times your regular hourly pay rate) for all hours in excess of the required forty (40). *Your supervisor MUST approve all overtime prior to working the hours.*

Holiday Pay

Zycron has 8 paid Holidays. On these days you will get 8 hours of pay at your regular rate. Should you decide to work on these holidays, you will get paid for the hours you worked plus an additional 8 hours of pay at your regular rate. Zycron observes the following holidays:

1. New Year's Day
2. Martin Luther King, Jr. Day
3. Good Friday
4. Memorial Day
5. Independence Day
6. Labor Day
7. Thanksgiving Day
8. Christmas

Paid Time Off

PTO is accrued at 3.33 hours per pay period. Your accrual of PTO starts the 1st day of a full pay period worked. You can use these hours as soon as they are earned. However, your supervisor must approve your time off.

Health Insurance

Health insurance coverage is provided by BlueCross BlueShield and includes medical, dental, vision, and life insurance. Coverage begins on the 1st day of the full month following your date of hire. Zycron pays 50% of the premium for the individual employee only; all additional costs associated with a plan covering spouses, children or families will be the responsibility of the employee. The insurance premiums will be deducted from your check each pay period. In addition, life insurance is also provided in the amount of \$25,000 with no option to increase.

Blue Cross Blue Shield of Tennessee

The plan details and your semi-monthly costs by option will be as follows:

	OPTION 1		OPTION 2		OPTION 3 (HSA) Compatible
Coverage Type	2016 semi-monthly contribution	Coverage Type	2016 semi-monthly contribution	Coverage Type	2016 semi-monthly contribution
EE	\$135.81	EE	\$201.25	EE	\$107.00
EE/SP	\$435.71	EE/SP	\$573.13	EE/SP	\$431.31
EE/CH	\$370.09	EE/CH	\$489.83	EE/CH	\$366.25
FAM	\$701.75	FAM	\$900.34	FAM	\$695.39
In Network:	20% after deductible \$3000 deductible	In Network:	20% after deductible \$750 deductible	In Network:	0% after deductible \$3000 deductible
	\$30 office visit co-pay		\$25 office visit co-pay		ded/coins
	\$5000 out-of-pocket max.		\$4000 out-of-pocket max.		\$3000 out-of-pocket max.
Out of Network:	40% after deductible \$6000 deductible	Out of Network:	40% after deductible \$1500 deductible	Out of Network:	20% after deductible \$6000 deductible
	\$15,000 out-of-pocket max.		\$12,000 out-of-pocket max.		\$9,000 out-of-pocket max.
Drug Plan:	\$10 generic, \$75 preferred brand name, \$150 non-preferred brand name	Drug Plan:	\$10 generic, \$35 preferred brand name, \$50 non-preferred brand name after \$200 brand-only deductible	Drug Plan:	\$3 generic, \$25 preferred brand name, \$50 non-preferred brand name

Dental Benefits include:

In and Out of Network: 100% Preventative, 80% Minor Restorative, 50% Endodontics/Periodontics/Oral Surgery, 50% Major Services, \$25/75 Calendar year Deductible (waived on Preventative), \$1,500 Calendar year maximum. *Standard exclusions and limitations.* PPO out of network benefits paid at 80% of the UCR.

Vision Benefits include:

In Network: \$20 office visit co pay for routine vision care every calendar year. 100% up to \$85 for one set of lenses (including bifocal, trifocal) per calendar year, 100% up to \$150 for one set of contact lenses in lieu of glasses per calendar year, 100% up to \$150 for one set of frames every two calendar years.

UNUM Provident Summary of Coverage

Life, AD & D, STD, LTD Benefits:

Zycron offers a voluntary (employee paid) Life, AD & D, STD, and LTD, insurance plan through Unum Provident. Employees must be working at least 24 hours per week to be eligible for coverage. Premiums will be deducted semimonthly via payroll.

Life and AD & D Insurance

EMPLOYEE LIFE AND AD & D BENEFIT AMOUNT	OVERALL MAXIMUM
Amounts in \$10,000 benefit units as applied for by the employee	The lesser of 5 X annual earnings or \$500,000 and approved by UnumProvident
 EMPLOYEE LIFE NON-MEDICAL MAXIMUM	 \$50,000

Employee Life and AD & D Benefit Reduction Formula

Life Benefit reduces to:

- -65% at age 70; and
- -50% at age 75

Short Term Disability

Weekly Benefit:	60% of weekly earnings to a maximum benefit of \$1,000 per week
Definition of Disability:	Residual Disability
Elimination Period:	Injury: 7 days Sickness: 7 days
Benefit Duration:	25 weeks

Long Term Disability:

Weekly Benefit	60% of monthly earnings to a maximum benefit of \$10,000 per month
Definition of Disability:	2 Year Regular Occupation Zero-Day Residual Accelerated Elimination Period Work Incentive Benefit during the first 12 months of disability payments
Elimination Period:	180 days 30 day accumulation feature

Benefit Duration:	to age 65/Reducing Benefit Duration (ADEA I)
Social Security Integration:	Primary and family

Other Benefits

401(k) Retirement Plan

Employees are eligible for participation in Zycron’s 401k retirement plan upon reaching age 21 and completing 90 days of service. Employees may invest the maximum IRS allowable through convenient payroll deductions. Zycron supplements your savings with an annual company match. Investments from previous employers/retirement plans may be rolled over into this account.

Direct Deposit

Zycron provides direct deposit to all employees. Monies can be deposited in up to two separate accounts. We offer banking services at SunTrust, Fifth Third, Reliant Bank, and Southeast Financial Credit Union. If you do not have a banking institution, your payroll check will be deposited on the total pay visa card (Contact HR for more information).

Licensure Assistance

Zycron provides \$400/annually towards training and/or certification to our full time employees.

Cellular Services

Zycron employees are offered an 8% discount on monthly access through AT&T.

Referral Bonus

Zycron offers a referral bonus up to \$1500.00 to people who refer candidates for employment. After a candidate is hired and completes his or her introductory period of 90 days, \$1,000 of the referral fee will be paid to the referring person; the remaining \$500 will be paid after the candidate/employee completes 180 days of employment. *Please contact HR for Referral Application*

Appendix E: Zycron Executive and Delivery Team Resumes

This section contains the resumes of our Executive and Delivery Teams that will be responsible for supporting the City of Chattanooga contract.

Steven Howard Smith

Over twenty-five years of management and sales experience in the IT services industry.

Professional Experience

Zycron, Inc.

2007 – Present

President & Chief Executive Officer

- Responsible for all operations, profitability and setting of corporate goals; reporting to Chairman and Founder, Darrell Freeman.
- Zycron has met revenue goals, reorganized its management structure, and acquired Salesforce.com for internal tracking and general organization. Added ten new clients, has implemented strict budgeting procedures under Smith's leadership. The company is committed to exceeding \$100M in revenue over the next 7 years.
- Responsible for Zycron's day-to-day operations including Sales, Recruiting, Human Resources and Finance
- Responsible for a Southeastern office region that includes Nashville, Memphis, Chattanooga, and Dallas. Each office has its own sales and recruiting staff to support the local client base.
- Full oversight for revenue generation, P&L and budgeting (Projected annual revenue of \$18-\$20MM and 192 employees), Business Development, Account Acquisition, Client and Vendor relations, contract negotiation, market segmentation, and proposals/presentations to senior client executives.

GDH Consulting

2006 – 2007

Vice President

- Head of Government Services.
- Overall responsibility for recruiting and staffing all operational and support personnel.
- Hired to establish a government division from ground zero.
- Opened business in three state governments in first six months.

CIBER

2004 – 2006

Vice President, Strategic Accounts for State and Local Government Division

- International sales leader for CIBER's FedEx and Eastman Chemical accounts and responsible for leading the national utilities sales effort; participated in the company's

planning for the selling of its services in Bangalore united with CIBER Europe's ERP competencies.

- [NOTE-Smith became part of CIBER through the acquisition of SCB Computer Technology, Inc. (SCB) in March of 2004 serving as the transition officer during the stock transfer]
- Managed all recruiting and staffing for project, operations and support personnel. Included interview/hiring process.

SCB Computer Technology, Inc.

1986 – 2004

Smith was in management with SCB starting in 1987 and built the sales, recruiting and proposal writing departments driving growth from \$2M to \$125M. Among other executive roles Steven served as Chief Marketing Officer and EVP of Sales.

SCB Corporate Spokesperson

In each position at SCB, Smith served as a company spokesperson, both in video presentations and through public speaking engagements.

- In 1999, the University of Memphis honored him with a Speakers Award.
- Smith also developed sales and motivational training for the company. In 2001 a speaker at the Louisiana CISD conference cancelled twenty minutes prior to the scheduled speaking time. Smith was asked to fill in and with fifteen minutes preparation addressed a crowd of 1,000 and received the highest marks of any speaker that year. CISD invited Smith back the following year as a featured speaker. **He was also a featured speaker at the 2006 CISD conference.**

Education

University of Memphis, Memphis, TN 1981

Graduated with honors.

Smith resides in Germantown, TN with his wife and two children and is an advocate for children with learning disabilities.

- Board Member of Nashville Technology Council –Term 2008 through 2011
- Current Member of Nashville Health Care Council

Dennis Waggoner

Professional Experience

Zycron, Inc.

2003 – Present

Executive Vice-President, Solutions and Services

- Responsible for Zycron's Sales organization, Middle Tennessee delivery team, and Project Management Office (PMO) and Managed Services organization, which oversees all projects and their implementation at various client sites.
- Member of the Zycron Leadership Team, a team charged with budgeting, planning, developing and instituting strategic initiatives to guide the growth and direction of the organization.
- Responsible for leading Zycron forward in new business endeavors, as well as establishing firm roots in existing business relationships.
- Provides effective leadership and management of sales team and assists Account Executives with the successful development and execution of sales plans.
- Establish strategic relationships with upper management and technology leaders in key accounts. Maintains and strengthens these relationships and seeks out opportunities to provide and improve consulting services.

Senior Account Executive, Nashville/Middle Tennessee

- Responsible for the development and execution of Zycron Business Development initiatives designed to acquire new business and to fully optimize opportunities within existing accounts.
- Leverage existing business relationships to establish strategic partnerships.
- Providing account support, collaborating with the sales and recruiting team to ensure client satisfaction.
- Member of the Zycron Leadership Team, a team charged with planning, developing and instituting strategic initiatives to guide the growth and Direction of the organization.
- Develop and execute account management plans for one of Zycron's largest clients, with the expectation of improving service levels. Includes developing an understanding the client's culture and staffing requirements, enhancing Zycron visibility within the client organization, and improving support of Zycron staff assigned to this account.

ZION, Inc.

2002 – 2003

Account Executive

- Responsible for developing and executing a sales strategy with emphasis on prospecting and new business development. Provided leadership in efforts to enhance ZION staff

augmentation service offerings and leveraged business relationships to attain opportunities to provide these services.

- Provided training and mentoring to less-experienced members of the sales team.
- Established strategic business partnerships that have proven successful in generating new sales.
- Designed and sold a full IT outsourcing and support contract for a sizable medical practice in the Nashville market.
- Assisted in the preparation and delivery of sales presentations and proposal development.

Compuware Corporation/SPC

1996 – 2002

Account Manager

1999 – 2002

- Responsible for sales growth, customer support and management of consulting staff. Developed and executed a sales strategy that cultivated opportunities within existing accounts and established an effective pipeline for new business. Increased sales by nearly 50% during a two-year period.
- Led the Nashville office in sales for FY01, resulting in overall revenue increase of 138%.
- Revived an account and grew revenue from \$548,000 to \$3,180,000 annually.
- Closed first large-scale full lifecycle Project Management engagement for the Nashville office. Revenue from this project exceeded \$1.5 mm.
- Prepared and delivered sales presentations, assisted in proposal development, completed sales forecasts, networked, and made cold calls.

Recruiting Director

1996 – 1999

- Responsible for planning and managing all activities necessary to ensure Systems & Programming Consultants (SPC) attracted and hired high quality IT Professionals.
- Re-engineered hiring processes using best practices approach to more effectively hire staff during the Y2K boom.
- Assisted in the development of advertising campaigns, participation in job fairs, candidate sourcing, pre-screening, interviewing, technical testing, reference checks, administering job offers, salary negotiation and completing new hire paperwork.
- Hired 46 employees during first year as Recruiting Director establishing a new office record for annual hires.
- Met regularly with Account Managers and customers to better understand their requirements and ensure we were hiring quality staff
- Developed a customized ACT database to track recruiting and candidate data.

Federal Reserve Bank

1987 – 1996

Business Development Manager

1994 – 1996

-
- Responsible for selling Federal Reserve services, providing customer support and promoting the Federal Reserve system to over 225 financial institutions in Tennessee. Consulted financial institutions on how to improve credit availability, reduce processing costs and other operational enhancements.
 - Dedicated 60% of time to calling on financial institutions across the state of Tennessee. Attended a variety of banking related functions including Tennessee Bankers Association and Tennessee Credit Union League conferences. Built relationships with CEO and Officer level staff, leveraging these relationships to network with bank operations staff, thereby creating more opportunity to sell services and improve customer relations.
 - Organized, developed and presented a series of half-day workshops in various cities across the state to help institutions better understand and utilize Federal Reserve services.
 - Completed account analysis, developed proposals and made sales presentations.

Check Collections, Day Operations Manager/Assistant Manager/Supervisor 1987 – 1994

- Functioned for seven years as a member of the Check Collection Department management team.
- As Day Operations Manager, had full managerial accountability for a staff of 25, including staff development, team building, budget planning, compensation planning, reporting, and scheduling.
- Served three years as Assistant Manager of Night Operations, sharing management support for a staff of 45. Responsible for meeting check processing deadlines, full nightly balancing and reconciliation. Performed staff development, planning, and reporting.
- Worked as supervisor in check collections, after completing only three months of a twelve-month Management Training program.
- The Nashville Check Collection operation was consistently ranked in the top tree of 45 Fed system offices for productivity and quality.

United States Navy 1978 – 1982

Anti-Submarine Warfare Petty Officer 2nd Class

- Squadron NATOPS Flight Crew Evaluator. Aircrew assigned to SH-3H flight crew with responsibilities for operation of Anti-Submarine Warfare equipment such as MAD, Sonar, Radar and Sonobouys. Certified as a Sea/Air Rescue (SAR) swimmer and provided support for Aircraft Carrier flight operations. Designated as the squadron Safety Petty Officer responsible for ensuring safety guidelines were followed.

Education

Tennessee Tech University 1987
B.A., Business Administration/Information Systems

Greg Welch

Accounting professional with 20+ years' experience in all aspects of accounting, seeking an upper level accounting position with a growing company. Ideal position would include handling all aspects of the accounting function.

Professional Experience

Zycron, Inc.

May 2014 to Present

CFO

Provide strategic management of the accounting and finance function.

- Direct accounting policies, procedures, and internal controls.
- Recommend improvements to ensure the integrity of financial information.
- Manage and oversee the financial relationship with independent auditors.
- Coordinate and prepare internal and external financial statements.
- Collaborate with the Executive Team on company goals.
- Oversee the annual budget and forecast process.
- Identify and manage business risks.
- Hire, train, and retain competent accounting staff.

Manna Project International

2011 – 2014

Finance and Administrative Manager

Perform all aspects of accounting and finance of the organization.

- Perform monthly close of general ledger.
- Process all donations received by the organization.
- Oversee financial audit process with external auditors

Fox, Kolb & Associates, PLLC ◊ Brentwood, TN

2009 – 2011

Audit Senior Manager

- Brought on board to develop an audit practice.
- Perform all aspects of small audit engagements and supervise larger engagements.
- Handled triennial peer review for firm resulting in an unqualified opinion.
- Perform technical review on all financial statements issued by firm increasing quality and reliability of product.
- Developed new business resulting in \$75,000 of revenue in first year.

Crowe Horwath LLP Brentwood, TN

2000 –2009

Assurance Executive

- Oversaw multiple assurance engagements simultaneously for private companies with a

concentration in manufacturing, distribution and not-for-profit.

- Presented reports and comment letters to owners, boards of directors, senior management, and departmental managers.
- Selected to oversee a new Private Equity Audit Team, which included identifying and recruiting team members to work on engagements across the United States.
- Interacted in the decision making process regarding human resource issues such as hiring, promoting and terminating staff.
- Selected to chair a task force focused on improving morale within the audit department.
- Trained 2nd and 3rd year staff throughout the firm on the aspects of planning an audit and supervising staff.

GF Office Furniture LTD LP Gallatin, TN

Jan – Aug 2000

Plant Controller

- Analyzed financial information by product line to determine taxability.
- Analyzed daily labor transactions.
- Cross-trained staff in cash management and payroll, which allowed employees to take time off and keep the company from falling behind.
- Trained in ISO Quality Audits, which reduced scrap and returned goods.

Ingram Industries, Inc. Nashville, TN

1998 – 2000

Senior Tax Accountant

- Prepared consolidated federal, state and local income tax returns.
- Calculated monthly tax provision for financial reporting.
- Attended software training and became proficient in the tax software and gained the ability to train others. This reduced the preparation time by 25%.

Marlin & Edmondson, P.C. Nashville, TN

1994 – 1998

Senior Accountant

- Performed audits, reviews, and compilations for clients in various industries
- Prepared consolidated federal, state and local income tax returns.
- Trained and supervised audit staff.
- Able to sell existing client additional services by understanding all the services provided by the firm resulting in an increase in revenue of approximately \$50k.

Education

University of Tennessee, Knoxville, TN

1994

Master's of Accountancy, Tax Concentration

University of Tennessee, Knoxville, TN

1993

B.S., Accounting

Rochelle Taylor

Ms. Taylor has over 11 years' experience in human resources leadership roles. She has experience working in major industries such as healthcare, staffing and services, and state government. She is extremely knowledgeable in identifying and understanding the most current technologies.

Professional Experience

Zycron, Inc.

7/2015 - Present

VP of Operations

- Responsible for the overall operations of the company, working with all department heads in management of daily operations and business activities.
- Responsible for advising the Chairman and CEO on business activities, product development, market opportunities, and long term strategy, which includes resource allocation, the development of technical standards, and the establishment of proper reporting structure.
- Leads efforts in building organizational culture, setting and monitoring performance goals, and promoting structure, order, efficiency, and profitability as company values.
- Responsible for the ongoing development of the HR department and, and conducting regular meetings with department heads to assess, develop, and oversee implementation of company plans.
- Provide management of all Zycron's properties, working collaboratively with facilities and other personnel.
- Provide project management including oversight in bid process, contract performance, and source for new business opportunities.
- Follow-up on decisions made in management meetings and ensure proper execution.
- Meet regularly with division heads to negotiate operational objectives and performance goals.
- Conduct regular reviews of division performance and decide on actions required as a result.
- Facilitate resolution of issues between divisions.
- Take charge in high priority crises.
- Run an annual planning process.

Director of Human Resources

2004 - 2015

- Responsible for overseeing the full scope of human resources.
- Directs staff in the areas of organizational structure, employment, compensation, employee database maintenance, payroll, benefits administration, employee relations, orientation/training/development, and policy/procedure development.

-
- Recruiting candidates for specific corporate positions.
 - Annually reviews and makes recommendations to executive management for improvement of the agency's policies, procedures and practices on personnel matters.
 - Maintains knowledge of industry trends and employment legislation and ensures agency's compliance.
 - Maintains responsibility for agency compliance with federal and state legislation pertaining to all personnel matters.
 - Communicates changes in agency personnel policies and procedures and ensures proper compliance is followed.
 - Consults with legal counsel as appropriate, or as directed by the CEO, on personnel matters.
 - Works directly with department managers to assist them in carrying out their responsibilities on personnel matters.
 - Oversees development and monitoring of the human resources division budget.

In-House Liaison to Proposal Writer

Serves as liaison between the Proposal Writer and Zycron internal staff including but not limited to:

- Ensuring that all required documents, reports, registrations, certifications, and insurance are filed and provided to the Proposal Writer
- Organize the internal staff by setting up meetings as directed by the Proposal Writer
- Organize the internal staff in order to respond to the Proposal Writer's action items list
- Ensure that all required information is gathered and turned into the Proposal Writer
- Ensure that the proper references are requested (including bank and customer references)
- Provide updated data on Zycron's internal numbers
- Gather additional team members for review and edits as needed
- Receive edits from editing and reviewing staff and forwarding to the Proposal Writer
- Ensure that production of RFP and delivery of RFP response is delivered successfully

Executive Administrative Assistant to President & CEO

2001 - 2003

- Hired directly by the President & CEO to support the executives. This position entailed serving as a liaison at all levels of management between operating entities, as well as vendors and clients.
- Responsible for completing a broad variety of administrative tasks for the President & CEO including: managing an extremely active calendar of appointments; completing expense reports; composing and preparing correspondence that is sometimes confidential; arranging complex and detailed travel plans, itineraries, and agendas; and compiling documents for travel-related meetings.
- Plans, coordinates and ensures the CEO's schedule is followed and respected. Provides "gatekeeper" and "gateway" role, creating win-win situations for direct access to the CEO's

time and office.

- Communicates directly, and on behalf of the President and CEO with Board members, vendors, clients, staff, and others, on matters related to CEO's programmatic initiatives.
- Researches, prioritizes, and follows up on incoming issues and concerns addressed to the President, including those of a sensitive or confidential nature. Determines appropriate course of action, referral, or response.
- Provides a bridge for smooth communication between the President's office and internal departments; demonstrating leadership to maintain credibility, trust and support with senior management staff.
- Works closely and effectively with the CEO to keep him/her well informed of upcoming commitments and responsibilities, following up appropriately. Acts as a "barometer," having a sense for the issues taking place in the environment and keeping the President updated.
- Provides leadership to build relationships crucial to the success of the organization, and manages a variety of special projects for the President, some of which may have organizational impact.
- Successfully completes critical aspects of deliverables with a hands-on approach, including drafting acknowledgement letters, personal correspondence, and other tasks that facilitate the CEO's ability to effectively lead the company.
- Prioritizes conflicting needs; handles matters expeditiously, proactively, and follows-through on projects to successful completion, often with deadline pressures.

Vanderbilt Management Services (dba Health 123)

1997 – 2001

Administrative Assistant/Department Coordinator

- Hired directly by the Vice President of Sales & Marketing to support him, the Director of Product Development & Corporate Compliance, Chief Medical Officer, Director of Commercial & Medicare Sales, and Director of Health Services for a (\$140 million annual revenue) Health Care company. This position entailed serving as liaison at all levels of management between operating entities.
- Organized meetings, coordinated business travel, organized and maintained the calendars for the Vice President, the Chief Medical Officer, Director of Corporate Compliance, and the Director of Commercial Sales/Medicare and Health Services.
- Responded to RFPs, distributed marketing materials, responded to complaints and requests for information.
- Compiled data according to general instructions or procedures, conducted research assignments, summarized findings and provided supervision with information needed to make decisions.
- Prepared responses and managed special projects which were often lengthy, technical and complex in nature.
- Prepared confidential information dealing with budget, patient matters, employee performance, compensation and operations.

-
- Developed numerous spreadsheets for the Health 123 Book of Business, Account Conservation Plans, Health 123 Plan Codes, Premium Statement Reports, HMO/POS Summary of Benefits, and Medicare Implementation Plans.
 - Updated the Certificate of Coverage, Group Service Agreements, and completed small group renewals monthly.
 - Updated information on all agents, consultants, and brokers for all commercial business.
 - Developed extensive experience in the preparation of reports, correspondence, company documents and publications, development and preparation of presentations, brochures, databases, spreadsheets, research and compliance.

Education

Tennessee State University 2003
Bachelors of Science

Strayer University 2008
Master of Business Administration
Executive Graduate Certificate, Business Administration, Human Resource Management

Affiliations

Society for Human Resource Management (SHRM)
Middle Tennessee Society for Human Resource Management (MTSHRM)
National Notary Association

Carl Rohsenberger

Over 20 years IT sales, leadership, and client relationship management experience. Direct experience with contract, contract-to-hire, direct-hire staffing services; managed services; offshore services; foreign national work authorization sponsorships; Big 4 IT strategic consulting services; startups to Fortune 100 companies; public sector and municipality organizations; business development from startups to mature organizations.

EXPERIENCE

Zycron, Chattanooga, TN

Nov 2015 - Present

Senior Account Executive

Information Technology contract, contract-to-hire, and direct-hire staffing services sales and client relationship development. Responsible for business development and consultant management for my clients. Client base includes BlueCross BlueShield of TN, Life Care Centers of America, City of Chattanooga, EPB, Kenco, and virtually all companies in the Chattanooga regional market outside of TVA and VW. Work directly with hiring managers, and through MSP/VMS relationships. Grow the Zycron brand in the Chattanooga market. Ambassador for the Chattanooga Technology Council.

Visionaire Partners, Atlanta, GA

Nov 2013 – Oct 2014

Senior Account Manager

Information Technology direct-hire and contract staffing. Responsible for business development and consultant management for my Atlanta clients. Client base includes AGL Resources, Cox Automotive Group, Cox Media Group, DS Services, Georgia Dept. of Revenue, Home Depot, Unisource-Veritiv, VeriFone, and others. Work directly with hiring managers, and through MSP/VMS relationships. Strive to exceed expectations working with people to solve business problems.

- Achieve \$2 million annual revenue and \$375,000 net margin and fees.
- Develop new, and expand existing business relationships with clients across all business sectors with technology-related talent needs.
- Perform as a consultative business analyst to help my clients complete their technology projects via contract staff augmentation and statements of work.
- Manage a contract consultant workforce.
- Technology Association of Georgia BI/Analytics Society Board

MATRIX Resources, Inc., Raleigh-Durham, NC

Jul 2011 – Oct 2013

Account Executive

Responsible for business development and contract consultant management within my RDU territory. MATRIX is an information technology staffing and professional services (onshore and offshore) company achieving \$180+ million annual revenues. We are an entrepreneurial meritocracy wherein I work on a 100% commission basis.

- Achieve \$4 million annual revenue and \$1 million in net margin and fees.
- Develop new, and expand existing business relationships with clients across financial services, software and services, pharma/clinical, life sciences, and health care sectors.
- Perform as a consultative business analyst to help my clients complete their technology projects via contract staff augmentation and delivering Statements of Work.
- Clients include BCBSNC, Red Hat, First Citizens Bank, Fujitsu, and UNC Health Care.
- Manage a contract consultant workforce of 45.

Starplex Scientific Corporation, Cleveland, TN

Mar 2009 – Jul 2011

Raw Materials & Logistics Manager

\$24MM producer of IM, IBM, and EBM pharma plastics and related products. Parent company in Toronto, Ontario; owned by Apotex, Canada's largest generic pharmaceutical producer. Direct report to the General Manager. Responsible for production schedules, materials management, warehouse & logistics. 4 direct reports. Our goals are to maximize customer satisfaction via on-time production, achieve ISO quality goals, maximize machine time, minimize materials waste, control labor costs, optimize inventories of materials and finished goods, and respond rapidly to customer change requests.

Worldgate Resources, Inc., Cleveland, TN

Jun 2008 – Jun 2009

Sales & Service Delivery

Startup information technology staffing company. Responsible for service delivery to, and relationship management of, clients in SE Tennessee. Client-facing role to fill contract, contract-to-hire, and direct-hire positions across IT skill sets and roles.

MATRIX Resources, Inc., Atlanta, GA

Mar 2004 – Jun 2008

Relationship Manager, National Accounts – Atlanta

Information technology staffing, project outsourcing, and workforce management company. \$165 million annual revenues. 1,300+ contract consultant and permanent employees. Primary accomplishment was a winning bid for Bank of America, as a national prime supplier of IT consultant staffing and projects outsourcing services. Projected to produce \$25 million annually.

Account Manager, Staffing, Project Solutions, Managed Services, Charlotte, NC

Opened the Charlotte branch. Responsible for staffing business development of the Charlotte market from its beginning. Won Bank of America Prime Vendor status (\$20 million per year and MATRIX's largest client). Technical business problem analysis and problem solving: collaboration with business users and technologists. Self-starter - began working solo, and grew the business to 27 clients (including Accenture, Bank of America, Belk, City of Charlotte, Compass Group, Family Dollar, Food Lion, Ingersoll-Rand, Lowe's, National Gypsum, Premier, RR Donnelley, Skanska USA).

Coldwell Banker Commercial/Hamilton & Associate/Cleveland, TN May 2002 – Mar 2004
Commercial Affiliate Broker

Residential, commercial, and property management real estate franchise. \$18 million brokerage production in 2002. Working with the broker-in-charge, responsible for industrial, office, and retail business development in the greater Cleveland/Chattanooga submarket. Licensed in Tennessee. Accomplishments include Industrial, Office, and Retail lease transactions; Retail sales transactions; Commercial listings totaling \$13.8 million; Buyer representation agreements totaling \$1.1 million in property acquisition value; Regional Franchise Director Dickey's Barbecue Restaurants.

MATRIX Resources, Inc., Dallas, TX

April 1998 – Aug 2001

Information technology contract and permanent staffing company. \$220 million annual revenues. 1,500 contract consultant and permanent employees.

Director, Contract Consulting Services (12/99 – 8/01)

Reported to President, Field Operations. 10 direct reports, all account managers. Responsible for revenues, account management operations, sales hiring, and sales training in DFW Metroplex, for the contract consulting services division.

Team Accomplishments:

- Achieved \$32+ million revenue.
- Achieved 28% growth.
- Increased net margins 21%.
- Achieved over 515 contract consultant placements.
- Led all Account Managers to Performers' Club honors.
- Developed 2 new Directors, promoted from my team.
- Achieved an increase in Account coverage to over 390 clients.

Account Manager, Contract Consulting Services (4/98 – 12/99)

Reported to Director. No direct reports. Staff of 42 contract consultants. Responsible for territory revenues and account management.

Accomplishments:

- Achieved 228% quota first year.
- Achieved Performers' Club both years.
- Promoted to Director, Dallas Contract Consulting Services.

EDUCATION

University of Notre Dame, Notre Dame, IN

1980

BBA, Marketing

Joe Murphy

Over 15 years of progressive experience in a fast paced demanding environment. Business development experience working with IT staff as well as Human Resources. Possess full lifecycle recruiting expertise with solid knowledge and experience of technical recruiting practices.

Zycron, Inc. **2007 – Present**

Director of Recruiting **2013-Present**

Managing Director, Memphis **2011 - 2013**

Account Executive **2007-2011**

- Hired, trained and managed a staff of 15 recruiters, supporting 10 account managers.
- Approved offer letters, contracts, monthly objectives, and gross margins.
- Developed an annual operating budget.
- Consented and managed forty third-party vendor contracts.
- Responsible for maintaining and building new relationships with customers.
- Responsible for managing consultants, communicating with client managers regarding performance.
- Communicate with consultants on a regular basis to promote positive employer/employee relationships.
- Research and respond to questions by managers and employees in all aspects of employment.

GDH Consulting, Inc. **2006 - 2007**

Account Executive

- Established and maintained accounts in the Memphis area.
- Opened new accounts including Hilton, Methodist Healthcare, Accredo and ACS/City of Memphis.
- Responsible for managing consultants, communicating with client managers regarding performance
- Trained and mentored Memphis recruiters.
- Negotiated contract terms and rates.

CIBER, Inc. **2004 - 2006**

Senior Recruiting Manager

- Sourced and qualified IT professionals in all levels of Software Development Life Cycle (SDLC), and Network Professionals.

- Worked with management to define job priorities, functions, and tasks to meet the maximum organizational efficiency for the company and departments.
- Responsible for working with internal managers and clients to recruit and hire senior talent to company.
- Involved in decisions relating to employment issues including hiring, performance reviews, transfers as well as adverse actions.
- Responsible for commercial clients in the Memphis Area
- Responsible for Arkansas, Louisiana and Mississippi State Government accounts.
- Worked with St Gov't Agencies and managers, to establish submittal, interview and hiring processes.
- Reviewed RFP's to determine the requirements and provide competitive pricing.
- Ensured quality standards for submittals were met based on individual client requirements.
- Worked with Account Managers and clients to ensure staffing direction and focus.
- Established and managed third party vendors.
- Coordinated submittal process of candidates

SCB Computer Technology	1998 - 2004
Senior Recruiting Manager	2002 – 2004
Recruiting Manager	2000 – 2002
Senior Recruiter	1998 – 2000

Managed 7 technical recruiters supporting 4 account managers covering 5 State governments and 25 commercial accounts.

- Ensured quality standards for submittals were met based on individual client requirements.
- Involved in decisions relating to employment issues including hiring, performance reviews, transfers as well as adverse actions
- Reviewed RFP's to determine the requirements and provide competitive pricing.
- Interacted with commercial and government clients to provide correct staffing resources.
- Responsible for employee retention, reviews, and transfers.
- Responsible for Immigration issues of employees.
- Tracked recruiting activities, lead weekly recruiting meetings, and provide results to management.

United States Marine Corps **1994 -1998**

NCOIC of RSS Memphis

- Responsible for 5 recruiters covering 27 High Schools, 9 community colleges and 2

universities.

- Trained recruiters in prospecting, interviewing and qualifying candidates.
- Responsible for physical readiness, as well as general military knowledge for enlistees prior to boot camp.
- Coordinated testing, career counseling, and public appearances for Memphis Marine Recruiters.

United States Marine Corps
US and Abroad

1986 -1994