



**Invitation to Negotiate**

**ITN2021-03 Temporary Labor Services**

**January 27, 2022.**

**From:** Kenneth Elias, Managing Partner  
TekBank Consultants Inc.  
459 Herndon Parkway, Suite 13  
Herndon, VA 20170  
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514-884-8695

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## COVER LETTER

Trinh Ngueyn  
University of Central Florida  
12424 Research Parkway, Suite 300  
Orlando, FL 32816-0975

### Re: ITN2021-03 – Temporary Labor Services

Dear Ms. Ngueyn,

TekBank Consultants Inc. is pleased to submit this response to ITN2021-03 – Temporary Labor Services. TekBank is an Information Technology firm with twenty-three years of experience in both staff augmentation and project-related work. Headquartered in Herndon, Virginia, we offer temporary labor services across the full spectrum of information technology disciplines and services. We have a highly qualified, dedicated, Tallahassee-based management, sales, and recruiting team that will form the backbone of our service to UCF.

TekBank has been providing staff augmentation services since its inception in 1999. We are very familiar with our clients' needs and over time have developed a smooth, efficient operation that allows us to attract top-quality talent. Our approach is fully responsive to the scope of services requested in the ITN, and will demonstrate:

- Our ability, experience and proven methods, providing premier service in support of your objectives.
- Knowledge and experience in meeting or exceeding your goals.
- A proven engagement management approach and organization.
- The depth of our pool of skilled and experienced IT professionals, fully capable of meeting or exceeding UCF's service requirements.

Our head office is located in Herndon, Virginia, a suburb of Washington DC., and four years ago TekBank opened an office in Tallahassee, Florida from which we manage operations in the Southeast. Furthermore, intent is to open an office in Orlando by the end of 2022.

We are very excited at the opportunity to provide these important services to the University, and very much look forward to working with you. Should you have any questions please feel free to contact me anytime at 514-884-8695, or by email at [keliass@tekbank.net](mailto:keliass@tekbank.net). I'd be delighted to hear from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ken Elias'.

Ken Elias  
Managing Partner – TekBank Consultants Inc.





## ACKNOWLEDGEMENT FORM

<b>SUBMIT OFFER TO:</b> <b>Via Bonfire Web Portal</b> <b>UNIVERSITY OF CENTRAL FLORIDA</b> Phone: (407) 823-2661 <a href="http://www.procurement.ucf.edu">www.procurement.ucf.edu</a> <a href="https://ucfprocurement.bonfirehub.com/opportunities/49428">https://ucfprocurement.bonfirehub.com/opportunities/49428</a>		<b>University of Central Florida</b> <b>INVITATION TO NEGOTIATE</b> <b>Contractual Services</b> <b>Acknowledgement Form</b>	
Your submission must be uploaded, submitted, and finalized prior to the closing time on <b>January 13, 2022 @ 2:00pm</b> . We strongly recommend that you give yourself sufficient time and at least ONE (1) day before the closing time to begin the uploading process and to finalize your submission. See <b>Appendix 4</b> for submittal instructions.			
Page 1 of 38 Pages	OFFERS WILL BE OPENED <b>January 13, 2022 @ 2:00pm EST</b>		ITN NO. <b>ITN2021-03</b>
and may not be withdrawn within <b>120</b> days after such date and time.			
UNIVERSITY ADVERTISING DATE:	ITN TITLE: <b>Temporary Labor Services</b>		
<b>November 17, 2021</b>			
FEDERAL EMPLOYER IDENTIFICATION NUMBER <b>54-1951541</b>			
SUPPLIER NAME <b>TekBank Consultants Inc.</b>		REASON FOR NO OFFER:	
SUPPLIER MAILING ADDRESS <b>459 Herndon Parkway, Suite 13</b>			
CITY - STATE - ZIP CODE <b>Herndon, VA 20170</b>			
AREA CODE <b>514</b>	TELEPHONE NUMBER <b>884-8695</b>	<b>POSTING OF PROPOSAL TABULATIONS</b> Proposal tabulations with intended award(s) will be posted for review by interested parties on the Procurement Services solicitation webpage and will remain posted for a period of 72 hours. Failure to file a protest in accordance with BOG regulation 18.002 or failure to post the bond or other security in accordance with BOG regulation 18.003 shall constitute a waiver of protest proceedings.	
	FAX:		
	EMAIL: <b>keliass@tekbank.net</b>		

### Government Classifications Check all that apply

- |  |   |
|--|---|
| <input type="checkbox"/> African American        | <input type="checkbox"/> American Woman       |
| <input type="checkbox"/> Asian-Hawaiian          | <input type="checkbox"/> Government Agency    |
| <input type="checkbox"/> Hispanic                | <input type="checkbox"/> MBE Federal          |
| <input type="checkbox"/> Native American         | <input type="checkbox"/> Non-Minority         |
| <input type="checkbox"/> Non-Profit Organization | <input type="checkbox"/> PRIDE                |
| <input type="checkbox"/> Small Business Federal  | <input type="checkbox"/> Small Business State |

I certify that this offer is made without prior understanding, agreement, or connection with any corporation, firm or person submitting an offer for the same materials, supplies, or equipment and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this offer and certify that I am authorized to sign this offer for the Supplier and that the Supplier is in compliance with all requirements of the Invitation To Negotiate, including but not limited to, certification requirements. In submitting an offer to an agency for the State of Florida, the Supplier offers and agrees that if the offer is accepted, the Supplier will convey, sell, assign or transfer to the State of Florida all rights, title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the state of Florida. At the State's discretion, such assignment shall be made and become effective at the time the procurement agency tenders final payment to the Supplier.

### GENERAL CONDITIONS

- SEALED OFFERS:** All offer sheets and this form must be executed and submitted as specified in Section 2.6. Offer prices not submitted on any attached price sheets when required shall be rejected. All offers are subject to the terms and conditions specified herein. Those which do not comply with these terms and conditions are either automatically rejected with respect to non-compliance with non-negotiable terms and conditions or may be rejected, at UCF's sole discretion, with respect to any other terms and conditions.
- EXECUTION OF OFFERS:** Offers must contain a manual signature of the representative authorized to legally bind the Respondent to the provisions herein. Offers must be typed or printed in ink. Use of erasable ink is not permitted. All corrections to prices made by the Supplier are to be initialed.
- NO OFFER SUBMITTED:** If not submitting an offer, respond by returning only this offer acknowledgment form, marking it "NO OFFER," and explaining the reason in the space provided above. Failure to respond

without justification may be cause for removal of the company's name from the solicitation mailing list. NOTE: To qualify as a respondent, the Supplier must submit a "NO OFFER," and it must be received no later than the stated offer opening date and hour.

  
 AUTHORIZED SIGNATURE (MANUAL)

Kenneth Elias - Managing Partner  
 AUTHORIZED SIGNATURE (TYPED), TITLE

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## SECTION A – TEKBank’s EXPERIENCE AND QUALIFICATIONS

### 1. Overview

*Describe why your company believes it can provide and is qualified to provide temporary labor services as described in this ITN. Highlight any major features, functions, value-adds, and areas of support that differentiate your service from your competition.*

TekBank Consultants Incorporated (TekBank) was founded in 1999 as an Information Technology Consulting organization. Throughout our history we have offered staff augmentation services across the spectrum of IT disciplines. Based in Herndon, Virginia, TekBank also has an office in Tallahassee, Florida, from which we service our southeast client base. We are a profitable organization in good standing with all levels of government, clients, and tax authorities. Our revenues are approximately \$18 million per year. Our focus is on Information Technology Services, in which we provide both staff augmentation services and full system integration services on both time and materials and fixed-price basis, depending on our clients’ preferences.

Over the course of its history, TekBank has developed a proactive and well-tuned approach toward finding and retaining the best talent available for varied and often difficult-to-find talent. As we become more and more familiar with our clients’ environment, needs, and culture, we increasingly seek out talent that integrates with these aspects of the client organization. We do this whether or not there is an immediate need for that particular type of talent, so that when a need does arise, we are able to respond very quickly.

For UCF, our intent would be initially to provide management and services from our office in Tallahassee, Florida. Within twelve months we would open a fully-staffed office in the Orlando area and transfer our support for UCF to that local office. By doing this we would be able to firmly commit our time and resources to fulfilling your needs effectively.

TekBank prefers to hire its professionals as W2 employees. We offer excellent salaries and competitive benefits and as a result have a staff retention rate that is significantly higher than the industry average. Our clients therefore have little worry that a TekBank employee or contractor will leave a job before it has been completed. In some instances, exceptional or rare talents prefer to work on a 1099 basis. TekBank is comfortable with these arrangements as well. We take steps to ensure that 1099 contractors are well treated in order to ensure continuity of service to our clients. Unlike many consulting organizations, we pay our sub-contractors on time and in full, regardless of whether or not we’ve received payment from our clients. As a result, our subs tend to be loyal to us, which translates into stability for our clients.

In its 22-year history, TekBank has never lost a client as a result of wrongdoing or any inability to find appropriate talent. We work very hard at maintaining excellent relationships and as a result our clients stay with us for extended periods. We are accommodating, easy to work with, and always put our clients’ interests ahead of all else. We’re not concerned with quick profit, and recognize that long-term, sustained profit comes only with measured growth through the provision

of excellent service. We value hard work, providing above average value to our clients, and the ability to make both ours and our clients' working environments collaborative, enjoyable, and productive.

Since 2017, TekBank has been awarded participation in a State Term Contract to provide IT professional services to the State of Florida. This contract renews each two years and each time TekBank has been selected as a service provider. We currently provide staff augmentation services to various agencies, including the Departments of Financial Services, Environmental Protection, Health, Economic Opportunity, and Transportation. The types of personnel we provide to the state vary, and include project managers, system and application architects, application and system developers, Help Desk support, and others. We also provide special, hard-to-find talent. As an example, TekBank is currently providing a number of senior Peoplesoft architects to the Florida PALM project, a multi-year initiative to overhaul the State of Florida's financial systems. Our vendor approval rating with the State of Florida currently stands at 4.9 out of maximum rating of 5.0.

Additionally, in order to support our clients, we're more than willing to expand outside of our traditional IT framework when the need arises. For example, one of our key clients, Amtrak Engineering, was looking to establish a 24 x 7 x 365 SCADA-based operation to support their Fire and Life Safety infrastructure in New York City. TekBank was called upon to develop the scope, mandate, operational processes, staffing requirements, and operational logistics needed to implement an operation of this type. Amtrak was very pleased with the results and (to our surprise) requested that we hire the staff and maintain the entire operation. We have been doing so for the past nine years and Amtrak continues to be completely satisfied with our performance in this critical operation. This is one example of the level of dedication, professionalism, caring and support that we will bring to UCF.

In terms of pricing, we commit that TekBank's hourly rates to UCF will never exceed the pricing that we currently provide to the State of Florida, and will be lower when possible. These rates can be found in the Section of this document entitled Appendix A – Rates to the State of Florida.

## **2. Corporate Profile**

*Provide an overview and history of your company. Describe the organizational structure of your company.*

Formed in 1999, TekBank was originally set up as a consulting company with its concentration primarily in the travel industry and public sector, providing application development, business and system analysis, application architecture, and project management services. Although our initial focus was primarily on providing quality professionals to augment our clients' staff, we quickly developed a set of application development standards and project / program management practices that we applied to projects under our jurisdiction. We are comfortable working in both

private and public sectors. Many of our clients work under fast-paced environments due to changing business needs and increasing competition, and TekBank is happy to keep pace.

Over time, TekBank has expanded its suite of services, providing staff augmentation for engineering, retail, financial, and government agencies. The types of services that we currently offer has expanded as well, to include PMO support, e-commerce development, Customer Relationship Management (CRM) implementation, development of mobile applications, business intelligence services, and 24 x 7 x 365 support services. We also take on firm fixed-priced projects which we manage and execute ourselves. We planning to prepare an offer to GSA for Schedule 70 services, which will allow our company to bid on a number of initiatives issued by various state and federal government agencies.

Our head office is located in Herndon, Virginia, a suburb of Washington DC., and five years ago TekBank opened an office in Tallahassee, Florida from which we manage operations in the Southeast. We are active members in good standing of the State of Florida and members of the Florida Technology Council (FTC). Our Managing Partner, Ken Elias, is an FTC Advisory Board member and has committed to expanding TekBank's presence in Florida. In the mid-term our intent is to open offices in both the Orlando and Miami areas of the state and look forward to being able to do so.



Figure 1 – TekBank's Organization

*"Our mission is to provide top quality IT and project management services, focusing on high productivity and above average value for our clients"*

We are a fiscally responsible organization that is in good standing with its clients and with all levels of tax authority. We offer our staff a full range of benefits and our staff members tend to stay with us far longer than the industry average. Those who do leave invariably leave on very good terms.

As we grow, our strength and service offerings are becoming increasingly sophisticated and fine-tuned. We value hard work, providing above average value to our clients, and the ability to make both ours and our clients' working environments collaborative, enjoyable, and productive.

TekBank is led by two partners, Ken Elias and Sudhakar Garlanka. Mr. Elias' focus is almost entirely within the Southeastern United States, with a mission to grow TekBank's presence in that

region, while Mr. Garlanka focuses primarily on Northeast operations. Both partners chart the direction and goals of the company and provide both strategic and tactical direction for the organization. The executive team is very much hands-on and ensures that each new team member fits well within the organization and adheres to the values of both the company and the clients that they serve.

### 3. Company Background

*Provide information on company size, industrial track record, financial stability, years in business, etc. What is your company's capacity in providing the resources in both management and technical to deliver the services to UCF?*

TekBank Consultants Inc.	
Years in Business	23 years
Team Size	Approximately 95 team members
Company Type	C-Corporation
Offices	Head office in Herndon, VA, Regional Office in Tallahassee, FL
Services	IT Consulting, Project Management, 24x7x365 operational services
Track Record	In our 23-year history we have never lost a client.
Sectors	Government, Travel, Transportation, Manufacturing, Financial Services, Engineering, Retail, Transit

*Table 1 – Profile Summary of TekBank Consultants Inc.*

TekBank has been providing staff augmentation services since its inception in 1999. We are very familiar with our clients' needs and over time have developed a smooth, efficient operation that allows us to attract top-quality talent.

As our relationships with our clients grow, we become more and more familiar with their business and technical environments and the types of talent that they are likely to require. For UCF we understand from your ITN the types of talent that you may require. As we do with other TekBank clients, we will attract talent from across the country to work on-site at UCF facilities, but first placing focus on Orlando-based professionals. Our intent is to maintain a database of at least two professionals in each relevant IT discipline who can fill each of the classifications. These professionals will be required to not only meet your needs but also meet our own standards of performance, professionalism, communication capabilities (both oral and written), and ability to successfully integrate both within TekBank's environment and within that of UCF. Additionally, we review and refresh our talent base on a monthly basis to ensure that our list of available talent remains current and relevant. In this fashion, we will be able to respond quickly to any need on your part to acquire talented professionals quickly and efficiently.



TekBank's Florida-based Sales and Marketing Executive, Lincoln Quinton, will be in regular contact with UCF to remain familiar with the projects and initiatives that are both under way and are being planned. With this approach we can often anticipate your potential needs and ensure that we're able to address them very quickly.

#### 4. Reference Accounts

*List three accounts with networks similar to UCF needs. University and/or College accounts would be a plus. Proposers must include:*

- *Company/University name and address*
- *Services rendered and length of service*
- *Contact Information*

As reference accounts, we have listed below three accounts of various sizes in which we currently provide top-quality staff augmentation and other professional services.

##### **a) National Railroad Passenger Association (Amtrak)**

TekBank has been a prime contractor to Amtrak consistently for over 20 years. Over this period our involvement with Amtrak has grown primarily because of the quality of services that we provide not only to Amtrak's Information Technology Department but also to its Engineering department. We provide not only staff augmentation services but also take responsibility for entire projects on a fixed-price basis.

**Address:** 1 Massachusetts Ave., NW Washington, DC 20001

**Contact Information:** Prasad Tippa – Senior Director  
[prasad.tippa@amtrak.com](mailto:prasad.tippa@amtrak.com)  
202-906-4662

**Duration of Service:** 21 years

##### **Staff Augmentation Services Provided:**

- Application Development & Maintenance
- System Architecture
- Application Architecture
- Network Administration
- Infrastructure Upgrades
- Project and Program Management
- Management Consulting
- Business and Functional Analysis
- Quality Assurance

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**b) Florida Department of Financial Services**

TekBank has been providing staff augmentation services to DFS continuously for over years in various areas of their IT operations.

**Address:** 200 E. Gaines Street, Tallahassee, FL 32399

**Duration of Service:** 5 years

**Contact Information:** Carlton Bassett  
[carlton.bassett@myfloridacfo.com](mailto:carlton.bassett@myfloridacfo.com)  
850-413-2300

**Staff Augmentation Services Provided:**

- Application Design, Development & Maintenance
- Technical Architecture
- Quality Assurance

**c) Florida Department of Management Services**

Through State Term Contracts, TekBank has been providing staff augmentation services to the State of Florida continuously over the past five years. Our agency clients include: Department of Financial Services, Department of Health, Department of Environmental Protection, Department of Transportation, and Department of Economic Opportunity. Our overall vendor approval rating from the State is 4.9 out of a maximum score of 5.0.

**Address:** 4050 Esplanade Way, Tallahassee, FL 32399

**Contact Information:** Frank Miller – Contract Manager  
[frank.miller@dms.fl.gov](mailto:frank.miller@dms.fl.gov)  
850.488.8855

**Duration of Service:** 5 years

**Staff Augmentation Services Provided:**

- Application Design, Development, & Maintenance
- Application Architecture
- Data Architecture
- Project Management
- Quality Assurance
- Help Desk First Level Support

## SECTION B – STAFF QUALIFICATIONS / EXPERIENCE

Three TekBank team members will be directly and actively involved supporting UCF's labor needs:

**Lincoln Quinton – TekBank's Florida-based Marketing and Sales Executive.** Lincoln will take responsibility for anticipating UCF's needs, preparing TekBank to respond to those needs, and ensuring that the services we provide meet or exceed your expectations. Lincoln's responsibilities are to:

1. Develop an overarching profile of UCF's business environment, technical and management framework, and system operations, in order to ensure that TekBank's staffing profile conforms as closely as possible to UCF's environment.
2. Meet with UCF's hiring managers or their designees to fully understand each staffing requirement.
3. Ensure that TekBank's talent bench remains relevant to UCF's needs.
4. Ensure that the appropriate technical reviews take place for each candidate that TekBank proposes to UCF.
5. Personally interview each candidate to ensure that the candidates' soft skills, professionalism, and communication skills are in line with TekBank's expectations.
6. Follow up regularly with UCF to ensure that each TekBank's team member is meeting or exceeding expectations, and provide remedial action where necessary.
7. Build a solid professional relationship with UCF.

### Profile of Lincoln Quinton

**Name:** Lincoln Quinton

**Title:** Marketing & Sales Executive

**Work Phone:** (850) 591-4377

**Email address:** lquinton@tekbank.net

### Experience & Qualification:

TekBank's business development team is led by Marketing & Sales Executive, Lincoln Quinton. Lincoln has more than 25 years of professional experience including business development, management consulting, and executive leadership in both public and private sectors. He has worked with TekBank since 2017 and in 2021 took on the role of leading TekBank's business development efforts.

Prior to working at TekBank he founded NorthPointe, a government affairs and consulting practice where he assisted technology vendors in growing their business by helping to navigate the Florida public sector marketplace. Prior to NorthPointe, he served as the Chief Information Officer for the Florida Department of Corrections (FDC). FDC is the state's



largest state agency with approximately 25,000 employees and a \$2B budget. Lincoln was responsible for overseeing the Office of Information Technology (OIT). As CIO he managed a staff of 200, overseeing all projects, operations, and budget authority for OIT. During his tenure with FDC he served as the Committee Chair to the Emerging Technology Committee within the Florida CJIS Council.

In addition, Lincoln was the Deputy CIO for the Florida Department of Economic Opportunity (DEO). As Deputy CIO Mr. Quinton was responsible for operationalizing the \$60M Project Connect. He also led the agency's fraud prevention solution known as FIRRE – which has saved the agency from wasting millions in lost unemployment compensation.

Lincoln holds a B.S. and an M.P.A. from the Florida State University.

**John Moore – TekBank's Florida-based Manager of Talent Acquisition.** Working closely with Lincoln Quinton, John takes responsibility for both maintaining bench of talented professionals and ensuring that our talent is readily available. His specific responsibilities to UCF will be to:

1. Gain a thorough understanding of UCF's business and technical environment, in order to understand the types of talent that may be required.
2. Ensure that our talent pool includes those disciplines that are relevant to UCF's IT environment.
3. Build an Orlando-based pool of high-quality information technology professionals that can be called upon when needed. Additionally, supplement this talent pool with individuals who would be open to relocating to the Orlando area when an opportunity arises.
4. Ensure that TekBank's talent bench remains relevant to UCF's needs.
5. Serve as the first interviewer for any potential candidate. John's experience serves as an excellent "first impression" assessment of whether or not a candidate is viable to work with TekBank.
6. Prior to technical interviews, ensure that skills matrices are developed in relationship to each staffing position and that the matrices are properly completed by the candidate.
7. Arrange for technical interviews to take place.
8. Ensure that resumes follow a standard format and level of detail, to ensure that UCF hiring managers receive a consistently professional-looking set of documents from TekBank.

#### **Profile of John Moore**

**Name:** John Moore

**Title:** Talent Acquisition Manager

**Work Phone:** (850) 545-6144

**Email address:** jmoore@tekbank.net

**Experience & Qualification:**

TekBank's talent acquisition team is led by John Moore. John has more than 7 years of professional experience in IT talent acquisition, having worked in this capacity for organizations such as Amazon, Computer Aid, TekSystems, and Advanced System Design. John joined TekBank in 2020 and has played a key role in TekBank's growth ever since. His discipline, can-do attitude, and professional commitment have made him a pleasure to work with. He proactively finds and engages candidates through creative sourcing techniques and collaborative efforts.

John holds a Bachelor's degree in Marketing from Florida State University.

**Ken Elias – Managing Partner for TekBank.** Ken will take overall strategic responsibility for TekBank's involvement with UCF, meeting with Lincoln and John at least weekly. Ken's specific responsibilities will be to:

1. Ensure a smooth and well-run operation that is consistently improving, and that meets or exceeds UCF's expectations.
2. Work with Lincoln and John to constantly review, assess, and improve our UCF-based operation.
3. Perform the final interview, review and approval of each candidate being presented to UCF. Ken will make the final decision on whether or not to move forward.
4. Review and approve each resume and associated documents being presented to UCF.
5. In cooperation with Lincoln and John, take responsibility for the transition of operations to TekBank's Orlando-based office, forecast to open within one year of the contract signature between UCF and TekBank.
6. Ensure a high level of back-office support (HR, Payroll, administrative support) for the Florida-based team.

#### **Profile of Ken Elias**

**Name:** Kenneth Elias

**Title:** Managing Partner

**Work Phone:** 514-884-8695

**Email address:** kelias@tekbank.net

#### **Experience & Qualification:**

Ken Elias is a major shareholder and contributor to TekBank. Prior to his involvement with TekBank, his early career was spent in the analysis, development, and implementation of information systems, primarily in the private sector but also for various public entities. In later years he assumed the role of full life cycle project and program manager, responsible for all aspects of projects ranging from \$500K through \$25 million, both in the US and internationally. He has successfully delivered a number of mission-critical applications, has established and

run project management offices, and has developed and implemented project management standards and practices in both IT organizations and within engineering and construction programs. Ken Brings forward this experience in all aspects of his work with UCF, and is a strong proponent of IT disciplines, best practices, and sound project / program management processes.

Although Ken is not a permanent Florida resident, he maintains a residence in the Tallahassee area and is frequently in Florida.

## **SECTION C – OVERALL RESPONSIVENESS OF PROPOSAL TO SATISFY SCOPE / PROJECT APPROACH**

*Describe your company's capacity in providing services in all temporary labor areas, including non-management, management, and technical categories. Also, how do you propose to deliver these services to UCF in a timely manner?*

TekBank's recruiting team consists of industry veterans that have come together around a common goal - to provide our customers with the highest level of talent, combined with the soft skills that match their needs. Our team consists of mid-level and senior delivery managers and recruiters. Our team meets daily on our stand-up call to discuss delivery needs and issues. At this time, all of our account managers cover their current and near-term delivery needs. Our recruiting team divides requirements based on their strengths; matching horizontally with their areas of recruiting expertise. Within our current structure we rely on our subscriptions to Monster, CareerBuilder, Dice, Indeed, and LinkedIn to recruit for staff augmentation when our current pipeline reports show a need to look outside. TekBank thrives on valuing our employees and rewarding their referrals. We have a high level of employee referrals that often meet our delivery needs.

Additionally, we generally search for talent who reside within the client's immediate vicinity, and then move outward to other parts of the state and finally, if suitable talent is unavailable locally, we will expand our search to other states.

In recent months, with the advent of COVID, we have found that potential candidates increasingly wish to work remotely rather than work from our clients' offices. Generally we will only agree to this if UCF is open to remote work, if the candidate is of exceptional value, and the UCF is comfortable with this arrangement. In these instances TekBank pays particular attention to ensure that the arrangement is working well for the client.

*Describe how urgent requests are handled.*

TekBank maintains a database of professionals with expertise in various generic IT disciplines, including project management, business and systems analysis, design and development in various technical environments, application, network and security architecture, network and security management, quality assurance, database design and management, and other related

disciplines. Additionally, we maintain a file of professionals who have expertise in select software used by our clients, including Peoplesoft, SAP, Salesforce, and ServiceNow. Although these professional may not be currently engaged by TekBank, we vet them in advance and make every effort to maintain excellent relationships in the event that they are needed by our clients.

As we develop our relationship with UCF we will increasingly understand what ERP's, technical platforms, RDBMS's, cloud structures, and other technical environments encompass your IT infrastructure. If and when UCF has an emergency situation where specific expertise is required, we will be able quickly respond to your needs, either from our existing staff members or from our team of on-call professionals who could respond to short-term emergency situations.

*Provide an explanation of how background checks will be processed.*

TekBank's corporate policy dictates that all employees and contractors must undergo a background check. During the interview process we inform prospective candidates that they will be required to undergo background verification which TekBank performs through Employer's Choice Screening, an organization that specializes in criminal background checks, educational verification, and other background verification services. The resulting records are maintained with TekBank in the candidate's profile.

For candidates being submitted to UCF, TekBank will work closely to coordinate any required Level 2 background screening (e.g. to leverage UCF's Level 2 screening Originating Agency Identifier (ORI) code). We then determine the candidate's physical location and provide a) a list of organizations and addresses where the screening can take place, and b) instructions / materials required for the background check. TekBank follows through with the candidate and UCF throughout completion of the Level 2 background screening.

Additionally, TekBank is an active member of E-verify, and all new TekBank employees and contractors will be screened through that program.

*Describe your process of vetting employees to meet the needs of the university, including professional appearance, reliability, and workplace skills.*

Figure 2 below provides a summary of the process that TekBank uses to acquire and vet the most qualified candidates for each staff augmentation request. In our experience, each request for staff augmentation services involves a relatively unique combination of skills, attributes, and levels of experience. We have found that the process that we follow, shown below, allows us to seek out and bring forward candidates that are not only of the highest caliber, but also talent that matches or exceeds our clients' needs.

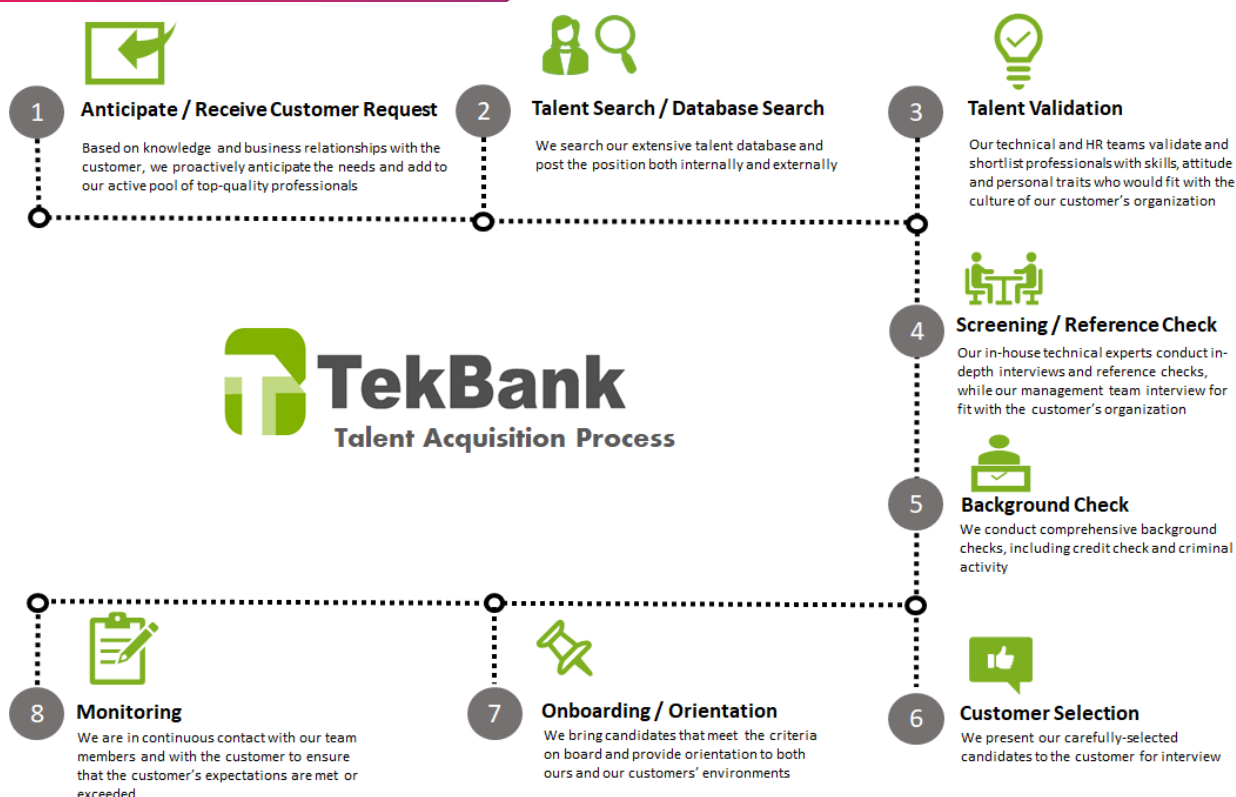


Figure 2 – TekBank's Talent Acquisition Process

Before a candidate passes through TekBank's interview process, we carefully examine the our clients' stated technical, managerial, educational, experience as well as any other requirements. Based on these needs, we build a position-specific skills matrix, matching the need to the candidate's profile as shown on the candidates' resumes. In almost all instances we will request the candidate to complete the skills matrix as a precursor to the interview process and will invariably pass it on to the client as part of the submission package.

TekBank searches for candidates who possess all of the client's mandatory requirements, and if candidates do not possess all or the vast majority of these requirements we simply will not submit the candidate for consideration. Additionally, we search for candidates who also possess most or all of the preferred requirements, and are usually able to find well-qualified candidates.

Using a third-party software suite, TekBank maintains a comprehensive database of literally hundreds of potential candidates across the spectrum of IT disciplines. In this fashion we are able to quickly match requirements with candidates with which we already have contact and who had previously been pre-screened by our personnel. It allows us to post jobs with detailed requirements, associate candidate profiles with relevant jobs and measure ourselves against Key Performance Indicators to continue to strive for increased efficiency and performance in the delivery process. Our system enables us to have an authoritative system of record on each candidate as well as a history of client requirements. If we do not find suitable available candidates from our database we initiate a comprehensive candidate search, first focusing on local talent and

then expanding our search outward from the immediate vicinity. This formula has proven to be very successful, and we continue to fine-tune the approach.

Upon completion of the initial screening, the candidate then undergoes a series of interviews, professional reference validations, and follow-ups by both technical and managerial staff from TekBank. A typical interview process has several stages with emphasis on quality and culture match. The process consists of at least two levels of telephonic and / or Zoom-based pre-screenings on skills, culture, consulting environment match, job alignment by the recruiter, and core capabilities screening by TekBank's technical interviewer(s).

Once a candidate has successfully passed through these interviews, a member of TekBank's management team will perform a final interview to verify the candidate's suitability, soft skills, reasons for wanting to join TekBank, and other relevant criteria. In tandem with the interview process, our Human Resources or recruiting staff will validate the candidate's professional references (at least two professional references not more than three years old are required from each potential candidate). TekBank has developed a reference validation checklist which we use for this purpose.

The interview process is followed by a detailed debrief involving all our people who met the candidate to take a final decision or determine additional probes which may be resolved by another interview. When the probe is satisfied the final steps are to close the offer with approval from the hiring lead. This is the final review before TekBank is willing to present the candidate to the client.

The interview process is a critical component in a candidate's evaluation. This, combined with a number of other factors, help us to paint an accurate picture of the candidate's suitability. In addition to a candidate's experience, technical competence, communication capabilities, and other soft skills. We examine a candidate for the following factors:

1. The quality of the candidate's professional references. We look for references from people for whom the candidate has worked, the candidate's peers, and subordinates. We also validate these references prior to submission to a client.
2. The candidate's written communication capabilities. A candidate's written correspondence to TekBank during the evaluation period reflects on their ability to communicate effectively in writing. Excellent written communication capabilities are especially important for positions where written communication are critical components of the candidates' day to day job, such as for business analysis and project management.
3. How often the candidate has changed positions, especially in recent years. A recent history of frequent job changes flags our interviewers to question why this has occurred.
4. The level of comfort and ease that a candidate has during the interview process.
5. The candidate's responsiveness, respectfulness, and professionalism during both the interview process and in the submission of documents to TekBank. If a candidate is not professional, on time, or does not provide the proper attention to detail in their dealings with TekBank, then we will be unlikely to allow the candidate to represent us to the client.

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6. Continuing education. We place additional value on candidates who have continued to improve their academic qualifications.

In most instances TekBank performs a number of interviews for each position. In order to provide a reasonable, disciplined assessment of each candidate's suitability, we use a standard evaluation form, which helps us to assess the best talent for each job. We maintain a database of each candidate, and the completed evaluations are stored in the candidate's profile, for current and future consideration.

The evaluation form, shown below in Figure 3, depicts the general criteria that we use to assess our candidates:

## CANDIDATE EVALUATION FORM

Candidate Name: \_\_\_\_\_ Evaluation Date: \_\_\_\_\_

Position: \_\_\_\_\_ Client: \_\_\_\_\_

Evaluation Criteria	1	2	3	4	Comments
Candidate meets the position's required technical and other position criteria					
Candidate meets the position's preferred technical other position criteria					
Candidate's resume accurately and succinctly describes his / her profile					
Candidate's resume is well-written and easy to follow					
Candidate was on time for the interviews					
Candidate has a positive, confident, and respectful demeanor					
Candidate communicates clearly, concisely, and effectively					
Candidate possesses the educational and / or certifications required by the position					
Candidate provided the required documents in a timely fashion					

### Other Relevant Comments / Assessments

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**1 = Poor; 4 = Exceptional**



*Figure 3 – Candidate Evaluation Form*

In tandem with the interview process, our recruiting team will validate the candidate's professional references (two to three professional references not more than four years old are required from each potential candidate). References need to include at least two people under whom the candidate has worked. TekBank has developed a reference validation checklist which we use for this purpose, as shown below.

### **CANDIDATE REFERENCES** *(candidate name)*

<b>Name of Company:</b>	
<b>Contact Person &amp; Title:</b>	
<b>Telephone Number:</b>	<b>E-Mail Address:</b>
<b>Job Period of Service:</b>	
<b>Description (Scope of Work):</b>	
<b>Name of Company:</b>	
<b>Contact Person &amp; Title:</b>	
<b>Telephone Number:</b>	<b>E-Mail Address:</b>
<b>Job Period of Service:</b>	
<b>Description (Scope of Work):</b>	
<b>Name of Company:</b>	
<b>Contact Person &amp; Title:</b>	
<b>Telephone Number:</b>	<b>E-Mail Address:</b>
<b>Job Period of Service:</b>	
<b>Description (Scope of Work):</b>	

*Figure 4 – Candidate Reference Form*

TekBank will not submit a candidate for a position until the candidate's references have been validated to our satisfaction, and in most instances we will submit the references to the client as part of the submission.

Although technical qualifications are critical to a candidate's ability to perform well within an organization, there exist other qualities that TekBank will look for in determining the suitability of a candidate for a particular job. We have outlined some of the factors that we look for in all candidates, including ability to communicate effectively, demeanor, clarity, and other traits.

In addition to these factors, as TekBank becomes more and more familiar with UCF's environment, we're able increasingly assess how well a candidate will work within that environment.

Invariably, prior to a new consultant beginning work, we provide as much information as possible to help the consultant adapt and integrate. Where viable we pair the new consultant with any

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existing team members to assist in the induction process. Additionally, TekBank always follows up with both the client and the consultant early on to ensure a smooth induction and to address any issues that that may arise early on.

*What is your company's fill percentage and lead time to get an employee ready to work?*

TekBank has built solid, long-term relationships with both its private and public sector clients. In general, when our consultants have been granted interviews by the hiring managers, our fill rate is 70% - 75%. However, this figure is somewhat lower with our pure public-sector clients.

**APPENDICES I, II AND III, ACKNOWLEDGED  
AND SIGNED BY TEKBANK**

**APPENDIX I  
SUPPLEMENTAL OFFER SHEET  
TERMS AND CONDITIONS**

The sections set forth below are to each be initialed as YES for "understood and agreed upon" or NO for "not agreed to." Failure to complete and return this document with your offer could result in rejection of your offer, at UCF's sole discretion. Respondents shall not check sections as "understood and agreed upon" with the intent to negotiate a change to those sections/terms and conditions after tentative award of a contract resulting from this ITN. Respondents disagreeing with any negotiable term or condition of this ITN are to provide a clear and detailed reason for the disagreement and a solution to the disagreement in his/her offer. A Respondent's disagreement with any non-negotiable section of this ITN may be automatically rejected. Failure of the University and the tentative awardee to come to an agreement with respect to terms and conditions within a time frame UCF determines to be reasonable constitutes grounds for rejection of that offer, and the University shall have the right, at its sole discretion, to award the contract to the next favorable respondent.

<u>SECTION</u>	<u>YES</u>	<u>NO</u>	<u>RESPONDENT INITIALS</u>
2.1 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.2 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.3 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.4	<u>X</u>	<u>          </u>	<u>KE</u>
2.5	<u>X</u>	<u>          </u>	<u>KE</u>
2.6 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.7 Section Not Used			
2.8 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.9	<u>X</u>	<u>          </u>	<u>KE</u>
2.10	<u>X</u>	<u>          </u>	<u>KE</u>
2.11 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.12	<u>X</u>	<u>          </u>	<u>KE</u>
2.13 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.14 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.15	<u>X</u>	<u>          </u>	<u>KE</u>

<u>SECTION</u>	<u>YES</u>	<u>NO</u>	<u>RESPONDENT INITIALS</u>
2.16	<u>X</u>	<u>          </u>	<u>K2.</u>
2.17	<u>X</u>	<u>          </u>	<u>K2.</u>
2.18 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.19	<u>X</u>	<u>          </u>	<u>K2.</u>
2.20 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.21	<u>X</u>	<u>          </u>	<u>K2.</u>
2.22	<u>X</u>	<u>          </u>	<u>K2.</u>
2.23	<u>X</u>	<u>          </u>	<u>K2.</u>
2.24	<u>X</u>	<u>          </u>	<u>K2.</u>
2.25	<u>X</u>	<u>          </u>	<u>K2.</u>
2.26	<u>X</u>	<u>          </u>	<u>K2.</u>
2.27 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.28 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.29	<u>X</u>	<u>          </u>	<u>K2.</u>
2.30 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.31 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.32	<u>X</u>	<u>          </u>	<u>K2.</u>
2.33	<u>X</u>	<u>          </u>	<u>K2.</u>
2.34	<u>X</u>	<u>          </u>	<u>K2.</u>
2.35 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>
2.36	<u>X</u>	<u>          </u>	<u>K2.</u>
2.37	<u>X</u>	<u>          </u>	<u>K2.</u>
2.38	<u>X</u>	<u>          </u>	<u>K2.</u>
2.39 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>K2.</u>

<u>SECTION</u>	<u>YES</u>	<u>NO</u>	<u>RESPONDENT INITIALS</u>
2.40	<u>X</u>	<u>          </u>	<u>KE</u>
2.41	<u>X</u>	<u>          </u>	<u>KE</u>
2.42 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.43	<u>X</u>	<u>          </u>	<u>KE</u>
2.44	<u>X</u>	<u>          </u>	<u>KE</u>
2.45	<u>X</u>	<u>          </u>	<u>KE</u>
2.46	<u>X</u>	<u>          </u>	<u>KE</u>
2.47	<u>X</u>	<u>          </u>	<u>KE</u>
2.48	<u>X</u>	<u>          </u>	<u>KE</u>
2.49 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.50	<u>X</u>	<u>          </u>	<u>KE</u>
2.51	<u>X</u>	<u>          </u>	<u>KE</u>
2.52 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.53 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.54	<u>X</u>	<u>          </u>	<u>KE</u>
2.55	<u>X</u>	<u>          </u>	<u>KE</u>
2.56 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.57 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.58 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
2.59 **Non-negotiable**	<u>X</u>	<u>          </u>	<u>KE</u>
Appendix I	<u>X</u>	<u>          </u>	<u>KE</u>
Appendix II	<u>X</u>	<u>          </u>	<u>KE</u>
Appendix III	<u>X</u>	<u>          </u>	<u>KE</u>
Appendix IV	<u>X</u>	<u>          </u>	<u>KE</u>

Company: TekBank Consultants Inc. Authorized Representative's Name: Kenneth Elias

Authorized Representative's Signature:  Date: January 25, 2022.



## APPENDIX II

### CERTIFICATE OF NON-SEGREGATED FACILITIES

We, TekBank Consultants Inc. certify to the University of Central Florida that we do not and will not maintain or provide for our employees any segregated facilities at any of our establishments, and that we do not and will not permit our employees to perform their services, under our control, where segregated facilities are maintained. We understand and agree that a breach of this certification is a violation of the Equal Opportunity clause required by Executive Order 11246, as amended.

As used in this certification, the term "segregated facilities" means any waiting rooms, work areas, rest rooms and wash room, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, creed, color or national origin, because of habit, local custom or otherwise.

We, further, agree that (except where we have obtained identical certifications from offered subcontractors for specific time periods) we will obtain identical certifications from offered subcontractors prior to the award of subcontracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity Clause; that we will retain such certification in our files; and that we will forward the following notice to such offered subcontractors (except where the offered subcontractors have submitted certifications for specific time periods):

NOTE TO PROSPECTIVE SUBCONTRACTORS ON REQUIREMENTS FOR CERTIFICATIONS OF NON-SEGREGATED FACILITIES. A Certificate of Non-segregated Facilities, as required by the 9 May 1967 order on Elimination of Segregated Facilities, by the Secretary of Labor (32 Fed. Reg. 7439, 19 May 1967), must be submitted prior to the award of a sub-contract exceeding \$10,000 which is not exempt from the provisions of the Equal Opportunity clause. The certification may be submitted either for each sub-contract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

**The Contractor and subcontractors shall abide by the requirements of 41 CFR Section 60-1.4(a), 60-300.5(a), 60-741.5(a), and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status, or physical or mental disability.**

**NOTE: Whoever knowingly and willfully makes any false, fictitious, or fraudulent representation may be liable to criminal prosecution under 18 U.S.C. 1001.**



## APPENDIX II

### CERTIFICATE OF NON-SEGREGATED FACILITIES SUBPART - CONTRACTOR'S AGREEMENTS

**SEC. 202.** Except in contracts exempted in accordance with Section 204 of this Order, all Government contracting agencies shall include in every Government contract hereafter entered into the following provisions:

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity or national origin. 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, sexual orientation, gender identity or national origin. 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 to be provided by the contracting officer 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, sexual orientation, gender identity or national origin.
- (3) The contractor will send to each labor union or representative of workers with which the contractor has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or worker's representative of the contractor's commitments under Section 202 of Executive Order No. 11246 of September 24, 1965, and shall post copies of notice in conspicuous places available to employees and applicants for employment.
- (4) The contractor will comply with all provisions of Executive Order No. 11246 of September 24, 1965 and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (5) The contractor will furnish all information and reports required by Executive Order No. 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.
- (6) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoiced as provided in Executive Order No. 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (7) The contractor will include the provision of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued



pursuant to Section 204 of Executive Order No. 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or Supplier. The contractor will take such action with respect to any subcontract or purchase orders the contracting agency may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the contractor becomes involved in, or is threatened with, litigation with a subcontractor or Supplier as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interest of the United States.

SEC. 402 Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era:

- (1) The contractor agrees to comply with the affirmative action clause and regulation published by the US Department of Labor implementing Section 402 of the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended, and Executive Order 11701, which are incorporated in this certificate by reference.

Company: TekBank Consultants Inc.

Authorized Representative's Name: Kenneth Elias

Authorized Representative's Signature: 

Date: January 25, 2022.

### APPENDIX III

#### COMPLIANCE AND CERTIFICATION OF GOOD STANDINGS

The parties shall at all times comply with all applicable ordinances, laws, rules and regulations of local, state and federal governments, or any political subdivision or agency, or authority or commission thereof, which may have jurisdiction to pass laws, ordinances, or make and enforce rules and regulations with respect to the parties.

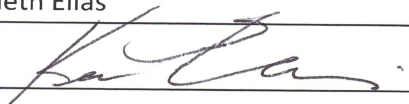
Suppliers shall certify below that they are in good standings to conduct business in the State of Florida. **The awardee of any contract resulting from this solicitation shall forward a certification of good standing, upon request of UCF.** Noncompliance with this provision may constitute rejection of proposal or termination of a contract at UCF's sole discretion.

#### CERTIFICATION

I certify that the company submitting an offer under this solicitation is in compliance with all applicable laws to conduct business in the State of Florida, is in good standings and will provide a certificate of good standings from the State of residence prior to initiating any performance under any contract resulting from this solicitation.

Company: TekBank Consultants Inc.

Authorized Representative's Name: Kenneth Elias

Authorized Representative's Signature: 

Date: January 25, 2022.

**ADDENDUM I & II, ACKNOWLEDGED  
AND SIGNED BY TEKBANK**



UNIVERSITY OF CENTRAL FLORIDA

**Department of Procurement Services**  
12424 Research Parkway, Suite 300  
Orlando, FL 32816-0975

## ADDENDUM

### IMPORTANT DOCUMENT – INVITATION TO NEGOTIATE

ITN NUMBER: 2021-03TCSA

OPENING DATE & TIME: ~~January 13, 2022 @ 2 p.m.~~ January 27, 2022 @ 2 p.m. EST (See below)

ITN TITLE: STAFF TEMPORARY SERVICES

ADDENDUM NUMBER: I                      ADDENDUM DATE: December 15, 2021

**Purpose of this addendum is to:**

- **Provide answers to questions submitted during the open Q/A period on 1/13/22.**
- **Extend the due date for offer submission to 1/27/22 @ 2 p.m. EST.**

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR OFFER. FAILURE TO SIGN AND RETURN WITH YOUR OFFER COULD RESULT IN REJECTION OF YOUR OFFER.

A handwritten signature in blue ink, appearing to read "Ken Elias", is positioned above a horizontal line.

PROPOSERS SIGNATURE

Kenneth Elias

PRINT OR TYPE PROPOSER'S NAME

TekBank Consultants Inc.  
COMPANY NAME

[k Elias@tekbank.net](mailto:k Elias@tekbank.net)  
EMAIL ADDRESS



UNIVERSITY OF CENTRAL FLORIDA

**Department of Procurement Services**  
12479 Research Parkway, Suite 600  
Orlando, FL 32826-0050

## ADDENDUM

### IMPORTANT DOCUMENT – INVITATION TO NEGOTIATE

ITN NUMBER: 2021-03TCSA      OPENING DATE & TIME: January 27, 2022 @ 2:00 p.m.

ITN TITLE: TEMPORARY LABOR SERVICES

ADDENDUM NUMBER: II

ADDENDUM DATE: January 13, 2022

**Purpose of this addendum is to:**

- **Answer questions submitted during the Q/A period**

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR OFFER. FAILURE TO SIGN AND RETURN WITH YOUR OFFER COULD RESULT IN REJECTION OF YOUR OFFER.

A handwritten signature in blue ink, appearing to read "Ken Elias", is positioned above the proposer's signature line.

\_\_\_\_\_  
PROPOSERS SIGNATURE

Kenneth Elias  
\_\_\_\_\_  
PRINT OR TYPE PROPOSER'S NAME

TekBank Consultants Inc.  
\_\_\_\_\_  
COMPANY NAME

[k Elias@tekbank.net](mailto:k Elias@tekbank.net)  
\_\_\_\_\_  
EMAIL ADDRESS

**Answers to Questions  
ITN 2021-03TCSA  
TEMPORARY LABOR SERVICES**

1. Does this ITN include healthcare staffing? If so, What types of positions?  
***UCF Answer: There may be situations where the university will need the assistance with healthcare staffing, particularly in our student health services areas, for RNs, LPNs, CMA, phlebotomists.***
2. Is it acceptable to respond to this ITN to support only one or two specific categories?  
***UCF Answer: Yes. This is an ITN where a pool of vendors for each category are awarded.***
3. What is the estimated budget for this ITN? If unknown, please specify previous spending.  
***UCF Answer: There is no estimated budget for this ITN. Various university departments use this contract on an as needed basis so the spend will vary. The estimated spend for previous years are:  
FY19: 1.17M  
FY20: 909K  
FY21:984K***
4. Please provide name of the current vendor providing the services with a copy of their proposal.  
***UCF Answer: The list of incumbents for ITN1602 and a copy of their proposals are available on our website: <https://procurement.ucf.edu/contracts/>.***
5. Kindly provide total number of temporary staffs on current assignment.  
***UCF Answer: We do not have visibility of the total number of temporary staffs on assignment. The positions are identified and filled on an as needed basis from various university departments.***
6. What are the most frequently used job categories in the subject matter ITN?  
***UCF Answer: This is an ITN where a pool of vendors for each category are awarded. We are looking to cover all job categories.***
7. What is the average length of the assignment?  
***UCF Answer: Various university departments use this contract on an as needed basis so the length of the assignment will vary.***
8. Is there any preference for local vendor?  
***UCF Answer: Although we would not be opposed to a non-local vendor, the university prefers candidates in the state of Florida, when at all possible. Local vendors will have a better pulse on our local employment market.***
9. Is it mandatory to utilize a sub-contractor?  
***UCF Answer: No. The preference is to award the ITN to a pool of vendors who specialize in filling temp staffing positions by category.***
10. Kindly specify total number of FTE's working and current \$ value spent.  
***UCF Answer: See Questions 4 & 5.***
11. Please provide list of sections to be answered in the technical proposal so to avoid compliance issues.  
***UCF Answer: The Respondent's response to this ITN shall be prepared in accordance with Section 3.0 "Required Offer Format."***
12. Please provide list of forms/attachments to be provided with the proposal.  
***UCF Answer: Please reference section 2.5 Written Addendum, Appendix I, Appendix II, and Appendix III.***

13. Do we have to submit certificate of insurance with the proposal?

**UCF Answer: The actual certificate is not required until after awards are made. Please reference section 2.20 Limitation of Remedies, Indemnification, and Insurance, item C, regarding proof of coverage.**

14. Do we have to submit business license with the proposal?

**UCF Answer: Licensed to do business in the State of Florida is required.**

15. Please provide specific format for references.

**UCF Answer: See Question 11.**

16. How much weightage is there in evaluation for a vendor providing educational references only?

**UCF Answer: we will evaluate each vendor based on their proposal, the degree to which it satisfies the requirements the proposal sections in 3.0 and quality of references and services provided.**

17. Do you have any document that states the kind of IT resources or job titles that the University intends to hire under this Staff augmentation Master Agreement?

**UCF Answer: No, we do have description of IT resources or job titles. The job description and specific scope of work requirements will be provided at the time the need is identified.**

18. What are the physical University of Central Florida locations where work is to be performed under this contract?

**UCF Answer: The physical locations will be at the discretion of the various university departments doing the hiring.**

19. Are all personnel/roles involved with this project required to be available for on-site work or are some roles, such as Information Technology roles, permitted to be remote?

**UCF Answer: See Question 18.**

20. If some personnel/roles are permitted to be remote, are you open to off-shore as well as US based remote work?

**UCF Answer: We may be interested in offshore work based on candidate experience.**

21. Please disclose the incumbent vendor names and, if possible, please share their proposals.

**UCF Answer: See Question 4.**

22. What service challenges are you experiencing with the current contract arrangement?

**UCF Answer: Currently, there are no challenges that we are aware of.**

23. What is the estimated budget for this contract? If unknown, please provide the previous spend.

**UCF Answer: See Question 3.**

24. What has been the percentage of Information Technology roles annually?

**UCF Answer: We currently do not have this information breakdown.**

25. What has been the percentage of Information Technology spend annually?

**UCF Answer: We currently do not have of this information breakdown.**

26. Are you seeking local vendors or are you equally open to awarding an out of state vendor?

**UCF Answer: See Question 8.**

27. Do you have a sample list of Information Technology roles you anticipate needing sourced through this contract?

**UCF Answer: See Question 17.**

28. Do you know what the scope of work would be for legal services?

**UCF Answer: No. The department will define the legal services needed when they go out for quotes.**

29. How many employees currently work under (or will be anticipated to work under) this contract?  
**UCF Answer: See Question 5.**
30. Who are the present vendors?  
**UCF Answer: See Question 4.**
31. How many vendors will be awarded as a result of this solicitation?  
**UCF Answer: The number of awardees is not know yet.**
32. What are the current billable hourly rates?  
**UCF Answer: This ITN is seeking for vendors' capabilities and qualifications only and not billable hourly rates.**
33. How much was spent (dollar value) on this service last year?  
**UCF Answer: See Question 3.**
34. Is there a Prevailing/Living wage requirement associated with this project?  
**UCF Answer: No**
35. Are additional points awarded to firms who are or have Minority Business Enterprise (MBE) partners?  
**UCF Answer: While the university supports the use of MWBEs and all small and diverse vendors, we do not have any specific requirements or considerations allotted.**
36. May we request a copy of the incumbent's contract?  
**UCF Answer: See Question 4**
37. May we request a copy of the incumbents previously submitted proposal?  
**UCF Answer: See Question 4**
38. Would you be able to provide more clarity on what qualifies as support staff and administrative positions?  
**UCF Answer: These categories are meant to be generic. The specifics will be provided when service is needed.**
39. What are they measuring to choose the winner? Is it price? Past performance? Relationships with managers?  
**UCF Answer: Please reference section 2.8 Evaluation Criteria and selection Process of the ITN.**
40. How many people are also competing on this?  
**UCF Answer: This ITN was publicly solicited. We do not know how many will participate at this time.**
41. Has a Supplier already been selected and is this a formality?  
**UCF Answer: No**
42. In the statement of **objective**, it states "ITN does not seek hourly pricing from proposers" however on the **same page it also states** that the "initial offer should contain the best terms from a cost or price and technical standpoint." What cost or price is this referring to?  
**UCF Answer: This ITN is not seeking for cost or price.**
43. Please advise on what cost or price needs to be included - is the hourly rate or an estimated cost or price for the entire duration/length of the contract?  
**UCF Answer: Hourly rate is not requested for this ITN.**
44. The duration and length of the project for all these Categories remains the same or it varies?  
**UCF Answer: It varies.**



45. It states that the "initial offer should contain the best terms from a cost or price and technical standpoint. What is it referring to? Can you please elaborate.  
**UCF Answer: See Question 42**
46. Does this solicitation require respondents to be able to fulfill positions in all categories listed or is it acceptable to respond to a specific category (i.e., Information Technology) listed in the ITN?  
**UCF Answer: It is acceptable to respond to a specific category.**
47. Section 1.1, Paragraph 1 states "This ITN does not seek hourly pricing from proposers; however, each proposer must respond with their capabilities to meet the objectives of this ITN which includes reaching agreements on terms and conditions" and paragraph 1.2.D states "Therefore, the Respondent's initial offer should contain the best terms from a cost or price and technical standpoint". Could you please clarify the desired information you would like to have included in the proposal?  
**UCF Answer: See Question 42**
48. Section 2.33 Subcontracts: It is stated that "The subcontractors and the amount of subcontract(s) shall be identified in the Respondent's response to this ITN". Since this ITN is for Temporary Labor Services, is it acceptable to simply state that subcontractors may be used in the fulfillment of the specific position(s) that are being requested? Since it is currently unknown about the various skills, position titles, etc. as well as the number of positions that may be acquired through this ITN, it is hard to identify the amount of subcontract(s) that may be used. Can you please provide guidance on what you would like to have included in the proposal to address this section?  
**UCF Answer: Vendor's proposal should address the capabilities and qualifications of your firm as it relates to the requirements of the ITN. We do not require that you list potential subcontractors in your offer. Subcontractors may be used; however, the awarded vendor has full responsibility for completion of the services.**
49. For ITN 2021-03TCSA, do you have any idea the number of staffers you are looking for, for the Temporary information technology systems or database administrators, Temporary technician staffing needs, Temporary clerical or administrative assistance, Temporary financial staffing needs, and Temporary personnel services?  
**UCF Answer: We do not know the number of staffers needed. Temporary staff positions are identified and filled on an as needed basis from various departments.**
50. What are the historical volumes of spending annually in the program?  
**UCF Answer: See Question 3.**
51. Is there any incumbent companies that currently provide these services to the agency? If yes who are they?  
**UCF Answer: See Question 4.**
52. Is there any forecasted/approved budget for this opportunity?  
**UCF Answer: No**
53. What is UCF's anticipated total spend on Temporary Labor Services for 2021 and forecasted for 2022?  
**UCF Answer: See Question 3.**
54. Based upon the skill sets highlighted in your ITN package of administrative, accounting, training, support staff, information technology, professionals, light industrial, technical, skilled trades and general maintenance, can you please share your Temporary Labor Services spend by skill classifications?  
**UCF Answer: We currently do not have this information breakdown.**
55. What is the average length of a UCF temporary request? Are there any length limitations we should be aware of?  
**UCF Answer: See Question 5.**
56. Understanding UCF is looking for a preferred supplier (multiple vendor award), can you please share the number of existing approved suppliers UCF has today?

**UCF Answer: See Question 4.**

57. Under your current model, how is UCF evaluating each of the supplier's performance?

**UCF Answer: We currently don't have a supplier's performance evaluation in place. The individual department are responsible for supervising, replacing, and removing the temporary staff members that they hire.**

58. Under your current model. How does UCF determine which supplier to seek Price Quote Request for individual requirements?

**UCF Answer: Please reference the Scope of Work (p.30) in the ITN that outlines UCF will issue Price Quote Requests via email and the number of quotes requested will depend upon the anticipated total amount of the required service.**

59. Although, UCF provided detailed ITN Evaluation of Responses criteria, when requesting Temporary Labor Services what are the 3 most important factors for the individual requesting department? (examples include: price, response time, access to quality of talent, business relationship, etc.).

**UCF Answer: All factors noted are important. The department will select the candidate who offers the best value on a case by case basis.**

60. Upon vendor selection, whom within UCF will be responsible for vendor relations? Procurement, HR, etc.

**UCF Answer: Please see section 2.32 of the ITN document. UCF's Liaison with the successful respondent(s) will be Renee Grigor (HR). Additionally, the Contract Administrator will be Trinh Nguyen (Procurement)**

61. How many max no. awards do you intend to give?

**UCF Answer: See Question 31.**

62. Can you please provide us with an estimated or NTE budget allocated for this contract?

**UCF Answer: See Question 3.**

63. What is the place of performance of the candidate?

**UCF Answer: See Question 18.**

64. Is Subcontracting allowed for this opportunity, if so, are there any specific participation goals to be met?

**UCF Answer: See Question 48. There are no specific participation goals.**

65. Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name? Is the incumbent eligible to submit the proposal again?

**UCF Answer: The incumbents are eligible to submit their proposals again. Please reference question 4 for the names.**

66. Are there any pain points or issues with the current vendor(s)?

**UCF Answer: Currently there are no pain points or issues that we are aware of.**

67. Could you please share the previous spending on this contract, if any?

**UCF Answer: See Question 3.**

68. Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?

**UCF Answer: No**

69. What is the total number of resources who are currently working on this project? Please let us know their position name and hourly rate?

**UCF Answer: See Question 5.**

70. Considering the current COVID-19 pandemic situation, if the proposed candidates are not available at the time of award, will the agency allow us to provide replacement personnel with similar or more skill sets?  
**UCF Answer: Yes**
71. Are hourly rate ranges acceptable for proposed personnel?  
**UCF Answer: Yes**
72. Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?  
**UCF Answer: See Question 18.**
73. Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?  
**UCF Answer: Resumes for candidates was not requested in the ITN.**
74. How many people are currently working onsite and offsite?  
**UCF Answer: We currently do not have this information breakdown.**
75. Are there any mandated Paid Time Off, Vacation, etc.?  
**UCF Answer: Since they are not UCF employees, we will not have mandates. We may, however, expect candidate to observe university closure dates.**
76. What is the annual contract spend?  
**UCF Answer: It varies by supplier**
77. What is the annual spend or hours by WC code category or job title?  
**UCF Answer: See Question 3**
78. What are the current rates?  
**UCF Answer: The rates will vary by the specific job category, job descriptions, scope of work, etc.**
79. Who are the current vendors?  
**UCF Answer: See Question 4**
80. Approximately how many vendors will be chosen to service this contract?  
**UCF Answer: See Question 31.**
81. Are there direct hire opportunities?  
**UCF Answer: Direct hires will be considered, but final decisions will be based on university need and direct hire fees.**
82. Is a local office required?  
**UCF Answer: It is not required, but highly preferred.**
83. After responding to Price Quote Request (w/in 3-5 day requirement), how soon will selected vendor be notified? How long will the chosen vendor for that order have to fill the position? How soon will qualified/accepted candidate start?  
**UCF Answer: The individual department hiring will decide the above.**
84. After awarding a Price Quote Request to a vendor, will the other awarded vendors have access to the successful quote information so that they can adjust their pricing going forward?  
**UCF Answer: The individual price quotes will not be posted, however, UCF is a public institution and follows all public records laws.**

85. Will all business lines need to be supported? For example, are we able to provide support for IT positions only?  
**UCF Answer: See Question 46**
86. Is there an MSP or VMS?  
**UCF Answer: No**
87. Is there a set mark-up? Or maximum bill rate?  
**UCF Answer: No**
88. Please provide spend by segment.  
**UCF Answer: See Question 3.**
89. What is the length of the contract duration?  
**UCF Answer: This is a 3 yrs contract with the option to renew for 5 additional years**
90. How many vendors does UCF intent to award?  
**UCF Answer: See Question 31.**
91. Will we have the ability to add service offerings if we are awarded?  
**UCF Answer: Only service offerings that are within the scope of this ITN will be included in the contract award**
92. If the Bidder has the required insurance coverage and is not “disagreeing” with the requirements, but its insurance carriers provide notice only to the policyholder, not additional insureds, and the Certificate of Insurance would not contain any notice language. As an alternative, Bidder could agree to provide the requested 30 days’ advance notice in the event of any material change or cancellation of coverage. As Section 2.20 is marked as non-negotiable, would this alternative notice be acceptable to UCF?  
**UCF Answer: Proof of insurance is required as outlined in the ITN.**
93. Can the University of Central Florida (UCF) provide total temporary labor spend for 2019, 2020, and 2021?  
**UCF Answer: See Question 3.**
94. How many staffing firms does UCF hope to align through this ITN?  
**UCF Answer: See Question 31.**
95. Can UCF provide job descriptions for the labor disciplines listed in Section 1.1 Statement of Objective?  
**UCF Answer: No, we do have job descriptions for the labor disciplines listed. These categories are meant to be generic. The specifics will be provided when service is needed.**
96. How many temporary workers commenced their assignment with UCF in 2021?  
**UCF Answer: See Question 5**
97. Can UCF provide a headcount breakdown by job title for the temporary personnel that are currently on assignment?  
**UCF Answer: We currently do not have this information breakdown.**
98. How many temporary staffing firms are currently used by UCF today?  
**UCF Answer: See Question 4**
99. When UCF has a need for a temporary worker, is the requisition released to all the approved vendors at the same time?  
**UCF Answer: No, please reference the Scope of Work in the ITN regarding quote requests from suppliers.**
100. Can UCF confirm that Appendix II Certificate of Non-Segregated Facilities, Appendix II Certificate of Non-Segregated Facilities Subpart – Contractor’s Agreements, and Appendix III Compliance and Certification of Good

Standings are provided for informational purposes only and are not required to be signed and submitted with the bid response?

**UCF Answer: The above forms are required to be signed and submitted with the bid response.**

101. Will all temporary labor positions with UCF be on-site or will there be some positions that can be worked remotely?  
**UCF Answer: See Question 18.**
102. Is this opportunity only for the recruiting and placement of temporary personnel with UCF or will there also be an opportunity to also provide payroll services?  
**UCF Answer: This ITN is for temporary staff services with UCF.**
103. If an incumbent vendor does not have its agreement renewed, will UCF consider allowing the transition of the supplier's temporary personnel to an approved supplier at a payroll services markup rate?  
**UCF Answer: When new contracts are awarded through this solicitation process, the previous contracts will expire. We do not dictate where/how the new awardees will find temp staff to offer**
104. Are suppliers of temporary personnel allowed to speak with UCF Hiring Managers directly to gather additional insight into a new temporary position?  
**UCF Answer: Yes**
105. Will there be an opportunity to provide direct placement services through this ITN?  
**UCF Answer: That is not the intention of this ITN. If there is a desire to hire temporary placements direct hire will be considered.**
106. What percentage of temporary workers convert to full-time employees of UCF?  
**UCF Answer: Unknown. Most conversions occur with UCF temporary employees.**
107. Can UCF provide any information on average length of assignment?  
**UCF Answer: See Question 7.**
108. What challenges is UCF currently facing today with the current suppliers?  
**UCF Answer: See Question 22.**
109. On this solicitation the resumes of people you want on section 3.2 is it for people assigned to work with UCF on requests or is it for specific job requirements UCF has.  
**UCF Answer: We're asking for qualifications/experience for employees that will be assigned to UCF account.**
110. If it is a multiple-award contract, how many awards will be made under this contract?  
**UCF Answer: See Question 31.**
111. Will UCF be sending Price Quote Requests to all awardees?  
**UCF Answer: No. Please reference the Scope of Work in the ITN regarding the quote requests to suppliers.**
112. Is this a new contract or renewal of an existing contract?  
**UCF Answer: This ITN is a rebid for an existing contract.**
113. If there is an existing contract, could you please share the name of the Current Suppliers (who are currently providing services to the UCF)?  
**UCF Answer: See Question 4.**
114. How many awards were made in the past?  
**UCF Answer: See Question 4.**

115. Could you please share the current Suppliers' pricing and Proposals?  
**UCF Answer: No, pricing were provided in the proposals.**
116. When was the existing contract started, and what is the annual monetary spent value of the current contract since inception?  
**UCF Answer: See Question 3.**
117. Please share the historical spend for the year 2020.  
**UCF Answer: See Question 3.**
118. Can you please share the no. of positions served in previous years under this contract?  
**UCF Answer: We currently do not have this information at this time. Various university departments use this contract on an as needed basis.**
119. Can you please share the amount of business each vendor did under this contract in previous years?  
**UCF Answer: See Question 3.**
120. Which were the job titles most commonly filled under various labor categories such as administrative, accounting, training, support staff, information technology, professionals, light industrial, technical, skilled trades, and general maintenance in past?  
**UCF Answer: We currently don't have this detailed information.**
121. Can you please share the email id/details where we can raise the public record request for the old RFP?  
**UCF Answer: Public records can be requested through [gcounsel@ucf.edu](mailto:gcounsel@ucf.edu).**
122. Can you share details from where we can get old RFP details?  
**UCF Answer: See Question 121**
123. Can you share details from where we can see the records for the old contract?  
**UCF Answer: See Question 4.**
124. What is the expected annual budget of this contract? Please share the rough estimate?  
**UCF Answer: See Question 3.**
125. How many positions are expected to be filled under this contract?  
**UCF Answer: We do not know how many positions are to be filled. Various university departments use this contract on an as needed basis.**
126. Which are the job titles to be most commonly filled under this contract?  
**UCF Answer: See Question 6.**
127. What will be the minimum duration of work for any job position?  
**UCF Answer: See Question 7.**
128. List a minimum of three accounts that have similar needs to UCF. University and/or College accounts would be a plus.
- Is it mandatory to provide references from University and/or College accounts?
  - Will you consider references from other public sector clients?
  - Will you consider references from commercial clients?
  - Will you give preference to bidders who have references with University and/or College accounts as compared to bidders who have references with other public sector clients across the USA?

**UCF Answer:**

- Is it mandatory to provide references from University and/or College accounts? **No**

- Will you consider references from other public sector clients? **Yes**
- Will you consider references from commercial clients? **Yes**
- Will you give preference to bidders who have references with University and/or College accounts as compared to bidders who have references with other public sector clients across the USA? **Perhaps**

## TEKBANK FILING IN THE STATE OF FLORIDA



**2021 FOREIGN PROFIT CORPORATION ANNUAL REPORT**

DOCUMENT# F17000004760

**Entity Name:** TEKBANK CONSULTANTS, INCORPORATED

**Current Principal Place of Business:**

459 HERNDON PARKWAY  
SUITE 13  
HERNDON, VA 20170

**Current Mailing Address:**

459 HERNDON PARKWAY, SUITE 13  
HERNDON, VA 20170 US

**FEI Number:** 54-1951541

**Certificate of Status Desired:** No

**Name and Address of Current Registered Agent:**

QUINTON, LINCOLN  
3248 WHITNEY DRIVE W  
TALLAHASSEE, FL 32309 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

**SIGNATURE:**

Electronic Signature of Registered Agent

Date

**Officer/Director Detail :**

Title P  
Name GARLANKA, SUDHAKAR  
Address 2830 FOX MILL ROAD  
City-State-Zip: HERNDON VA 20171

Title S  
Name ELIAS, KENNETH  
Address 3700 CAPITAL CIRCLE SE  
APT 815  
City-State-Zip: TALLAHASSEE FL 32311

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

**SIGNATURE:** KENNETH ELIAS

**MANAGING PARTNER**

**01/29/2021**

Electronic Signature of Signing Officer/Director Detail

Date

## **APPENDIX A – TEKBANK RATES TO THE STATE OF FLORIDA**



**State Term Contract  
No. 80101507-21-STC-ITSA  
For  
Information Technology Staff Augmentation**

**Contract Exhibit E, Awarded Job Title Pricing from Contractor's submitted Price Sheet**

**TEKBANK CONSULTANTS, INCORPORATED**

<b>Job Family</b>	<b>Job No.</b>	<b>Job Title</b>	<b>Scope Variant</b>	<b>Contractor's Submitted Price</b>
Applications Development	1200	Director Systems and Programming	1. Team Leader	\$119.00
			2. Manager	\$130.00
			3. Sr. Manager	\$150.00
	1210	Mgmt. Applications Development	1. Team Leader	\$108.00
			2. Manager	\$115.00
			3. Sr. Manager	\$130.00
	1220	Applications Architect	A. Entry	\$85.00
			B. Intermediate	\$99.00
			C. Advanced	\$115.00
	1230	Enterprise Application Integration (EA) Engineer	No Variance	\$115.00
	1240	Systems Analyst	A. Entry	\$50.00
			B. Intermediate	\$90.00
			C. Advanced	\$98.00
	1250	Applications Development Analyst	A. Entry	\$55.00
			B. Intermediate	\$90.00
			C. Advanced	\$102.00
Data Strategy and Management	1400	Database Manager	1. Team Leader	\$110.00
			2. Manager	\$120.00
			3. Sr. Manager	\$130.00
	1410	Data Architect	A. Entry	\$80.00
			B. Intermediate	\$105.00
			C. Advanced	\$135.00
	1420	Data Modeler	A. Entry	\$55.00
			B. Intermediate	\$85.00
			C. Advanced	\$105.00
	1430	Database Analyst	A. Entry	\$70.00
			B. Intermediate	\$92.00
			C. Advanced	\$105.00
	1440	Database Administrator	A. Entry	\$60.00
			B. Intermediate	\$99.00
			C. Advanced	\$115.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Quality Assurance	1600	Mgmt. Quality Assurance	1. Team Leader	\$90.00
			2. Manager	\$100.00
			3. Sr. Manager	\$120.00
	1610	Quality Engineering Consultant	No Variance	\$98.00
	1620	Quality Assurance Analyst	A. Entry	\$50.00
			B. Intermediate	\$72.00
			C. Advanced	\$83.00
Technology Research	1801	Manager, Technology Research	No Variance	\$110.00
	1810	Technology Research Analyst	A. Entry	\$60.00
			B. Intermediate	\$89.00
			C. Advanced	\$99.00
Client Technologies	2000	Manager, Client Technologies	1. Team Leader	\$70.00
			2. Manager	\$102.00
			3. Sr. Manager	\$125.00
	2010	Client Technologies Analyst	A. Entry	\$50.00
			B. Intermediate	\$65.00
			C. Advanced	\$75.00
	2020	Client Technologies Technician	A. Entry	\$45.00
			B. Intermediate	\$50.00
			C. Advanced	\$72.00
Customer Support	2200	Mgmt. Customer Support	1. Team Leader	\$65.00
			2. Manager	\$90.00
			3. Sr. Manager	\$115.00
	2210	Customer Support Analyst	A. Entry	\$33.00
			B. Intermediate	\$42.00
			C. Advanced	\$69.00
	2220	Customer Support Technician	A. Entry	\$40.00
			B. Intermediate	\$45.00
			C. Advanced	\$55.00
Network Management	2400	Director, Network Operations	1. Team Leader	\$100.00
			2. Manager	\$130.00
			3. Sr. Manager	\$175.00
	2410	Manager, Network Operations	1. Team Leader	\$75.00
			2. Manager	\$100.00
			3. Sr. Manager	\$130.00
	2420	Network Architect	A. Entry	\$75.00
			B. Intermediate	\$105.00
			C. Advanced	\$115.00
	2430	Network Engineer	A. Entry	\$75.00
			B. Intermediate	\$105.00
			C. Advanced	\$115.00
	2440	Network Analyst	A. Entry	\$60.00
			B. Intermediate	\$85.00
			C. Advanced	\$100.00
	2450	Network Administrator	A. Entry	\$50.00
			B. Intermediate	\$67.00
			C. Advanced	\$87.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	2460	Network Technician	A. Entry	\$45.00
			B. Intermediate	\$59.00
			C. Advanced	\$62.00
Internet Planning, Eng. & Operations	2600	Mgmt. Internet Operations	1. Team Leader	\$100.00
			2. Manager	\$130.00
			3. Sr. Manager	\$150.00
	2610	Internet/Web Architect	A. Entry	\$59.00
			B. Intermediate	\$92.00
			C. Advanced	\$117.00
	2620	Internet/Web Engineer	A. Entry	\$55.00
			B. Intermediate	\$85.00
			C. Advanced	\$108.00
	2630	Web Applications Programmer	A. Entry	\$50.00
			B. Intermediate	\$90.00
			C. Advanced	\$102.00
	2640	Web Designer	A. Entry	\$45.00
			B. Intermediate	\$60.00
			C. Advanced	\$90.00
	2650	Webmaster	A. Entry	\$45.00
			B. Intermediate	\$65.00
			C. Advanced	\$92.00
	2660	Internet/Web Systems Administrator	A. Entry	\$45.00
			B. Intermediate	\$72.00
			C. Advanced	\$90.00
	2670	Web Customer Support Specialist	A. Entry	\$40.00
			B. Intermediate	\$55.00
			C. Advanced	\$63.00
Operations	2800	Director, Data Center Operations	No Variance	\$130.00
	2810	Manager, Computer Operations	1. Team Leader	\$70.00
			2. Manager	\$99.00
			3. Sr. Manager	\$120.00
	2820	Supervisor, Computer Operations	1. Team Leader	\$70.00
			2. Manager	\$84.00
	2830	Computer Operator	A. Entry	\$40.00
			B. Intermediate	\$43.00
			C. Advanced	\$50.00
	2840	Manager, Capacity Planning	No Variance	\$110.00
Telecommunications	3000	Manager, Telecommunication Operations	1. Team Leader	\$85.00
			2. Manager	\$110.00
			3. Sr. Manager	\$120.00
	3010	Telecommunication Engineer	A. Entry	\$50.00
			B. Intermediate	\$72.00
			C. Advanced	\$90.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	3020	Telecommunication Technician	A. Entry	\$50.00
			B. Intermediate	\$60.00
			C. Advanced	\$70.00
Electronic Commerce	3200	Director, Electronic Commerce	No Variance	\$145.00
	3210	Manager, Electronic Commerce	No Variance	\$110.00
	3220	Electronic Commerce Analyst	A. Entry	\$52.00
			B. Intermediate	\$75.00
			C. Advanced	\$99.00
	3230	EDI Specialist	A. Entry	\$60.00
			B. Intermediate	\$75.00
			C. Advanced	\$84.00
Business Intelligence Systems Management	3400	Director, Data Warehouse	1. Team Leader	\$110.00
			2. Manager	\$135.00
			3. Sr. Manager	\$160.00
	3410	Manager, Data Warehouse	No Variance	\$135.00
	3420	Business Intelligence Analyst	No Variance	\$120.00
	3430	Data Warehouse Analyst	A. Entry	\$70.00
			B. Intermediate	\$85.00
			C. Advanced	\$101.00
	3440	Data Warehouse Administrator	No Variance	\$100.00
	3600	Manager, Decision Support	No Variance	\$120.00
	3610	Decision Support Specialist	A. Entry	\$50.00
			B. Intermediate	\$70.00
			C. Advanced	\$85.00
	3620	Decision Support Administrator	A. Entry	\$65.00
			B. Intermediate	\$90.00
			C. Advanced	\$105.00
	3800	Manager, CRM Technology	No Variance	\$140.00
	4000	Knowledge Engineer	No Variance	\$130.00
Enterprise Resource Planning (ERP)	4200	ERP Team Lead	No Variance	\$130.00
	4210	ERP Team Member	No Variance	\$110.00
	4220	ERP Configurer	No Variance	\$70.00
	4230	ERP Programmer/Analyst	A. Entry	\$60.00
			B. Intermediate	\$80.00
			C. Advanced	\$99.00
	4240	ERP Systems Support Specialist	No Variance	\$75.00
	4250	ERP Systems Administrator	No Variance	\$90.00
	4600	Basis/Ale Technical Consultant	No Variance	\$120.00
Sourcing and Vendor Relationship Management	4800	Chief Sourcing Officer	No Variance	\$145.00
	4810	Manager IT Procurement	No Variance	\$100.00
	4820	IT Procurement Specialist	No Variance	\$65.00
	5000	Manager, Vendor Relationships	1. Team Leader	\$65.00
			2. Manager	\$95.00
			3. Sr. Manager	\$120.00
	5010	Manager, Outsourcing Contracts	No Variance	\$102.00
	5020	Contracts Manager	No Variance	\$85.00
	5040	Finance/Administration Specialist	A. Entry	\$55.00
			B. Intermediate	\$80.00
			C. Advanced	\$98.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
Business Management / Administration	5200	Technical Advisor	No Variance	\$115.00
	5400	Asset Manager	No Variance	\$95.00
	5410	Asset Management Administrator	A. Entry	\$45.00
			B. Intermediate	\$55.00
			C. Advanced	\$65.00
	5500	Director, HR/IT	No Variance	\$135.00
	5600	Manager, HR/IT Staffing	No Variance	\$90.00
	5610	Technical Recruiter	A. Entry	\$45.00
			B. Intermediate	\$65.00
			C. Advanced	\$90.00
	5620	HR/IT Generalist	A. Entry	\$50.00
			B. Intermediate	\$65.00
			C. Advanced	\$90.00
	5800	Documentation Specialist/Technical Writer	A. Entry	\$45.00
			B. Intermediate	\$62.00
			C. Advanced	\$75.00
	6000	Manager, IT Finance	No Variance	\$120.00
	6100	Director, IT Risk and Compliance	No Variance	\$150.00
	6200	Manager, IT Audit	No Variance	\$115.00
	6210	IT Auditor	No Variance	\$90.00
	6400	Business Management Specialist	No Variance	\$95.00
Training	6600	Manager, Technical Training	1. Team Leader	\$70.00
			2. Manager	\$89.00
			3. Sr. Manager	\$115.00
	6610	Technical Trainer	A. Entry	\$52.00
			B. Intermediate	\$55.00
			C. Advanced	\$71.00
Security Management	6800	Security Manager	1. Team Leader	\$85.00
			2. Manager	\$115.00
			3. Sr. Manager	\$130.00
	6810	Security Analyst	A. Entry	\$57.00
			B. Intermediate	\$76.00
			C. Advanced	\$95.00
	6820	Data Security Specialist	No Variance	\$95.00
	6830	Network Security Specialist	No Variance	\$115.00
	6840	System Security Specialist	No Variance	\$85.00
	6850	Web Security Specialist	No Variance	\$98.00
Business Continuity Management	7000	Manager, Business Continuity	No Variance	\$110.00
	7010	Business Continuity Specialist	No Variance	\$92.00
Product Development	7200	Manager, Product Development	1. Team Leader	\$78.00
			2. Manager	\$95.00
			3. Sr. Manager	\$120.00
	7210	Product Architect	No Variance	\$125.00
	7220	Product Engineer	A. Entry	\$50.00
			B. Intermediate	\$75.00
			C. Advanced	\$99.00

Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	7230	Product Developer	A. Entry	\$60.00
			B. Intermediate	\$90.00
			C. Advanced	\$105.00
Systems Programming & Admin.	7400	Manager, Systems Software	1. Team Leader	\$110.00
			2. Manager	\$125.00
			3. Sr. Manager	\$145.00
	7410	Systems Architect	A. Entry	\$60.00
			B. Intermediate	\$90.00
			C. Advanced	\$150.00
	7420	Systems Software Programmer	A. Entry	\$65.00
			B. Intermediate	\$85.00
			C. Advanced	\$112.00
	7430	Groupware Specialist	A. Entry	\$60.00
			B. Intermediate	\$85.00
			C. Advanced	\$100.00
	7440	Systems Administrator	A. Entry	\$50.00
			B. Intermediate	\$72.00
			C. Advanced	\$95.00
Business Analysis and Planning	7450	UNIX System Administrator	No Variance	\$99.00
	7460	Storage Management Specialist	No Variance	\$85.00
	7500	Director, Enterprise Architecture	No Variance	\$170.00
			1. Team Leader	\$100.00
			2. Manager	\$125.00
	7600	Manager, IT Business Planning	3. Sr. Manager	\$130.00
			No Variance	\$140.00
			A. Entry	\$45.00
	7620	Business Process Consultant	B. Intermediate	\$75.00
			C. Advanced	\$98.00
	7630	IT Business Consultant	A. Entry	\$55.00
			B. Intermediate	\$80.00
			C. Advanced	\$88.00
Release Management	8000	Configuration Management Analyst	A. Entry	\$50.00
			B. Intermediate	\$75.00
			C. Advanced	\$80.00
Program Management	8010	Release/Build Engineer	No Variance	\$85.00
	8200	Director, Program Management	No Variance	\$150.00
			1. Team Leader	\$90.00
			2. Manager	\$110.00
	8210	Program Manager	3. Sr. Manager	\$130.00
			1. Team Leader	\$95.00
			2. Manager	\$105.00
	8220	Project Manager	3. Sr. Manager	\$120.00



Job Family	Job No.	Job Title	Scope Variant	Contractor's Submitted Price
	8230	Project Leader	A. Entry	\$55.00
			B. Intermediate	\$95.00
			C. Advanced	\$105.00
	8235	Project Management Specialist	No Variance	\$77.00
	8240	Resource Manager	No Variance	\$110.00
Customer Service Hotline	8400	Manager, Customer Service Hotline	No Variance	\$70.00
	8410	Customer Service Hotline Representative	A. Entry	\$35.00
			B. Intermediate	\$40.00
			C. Advanced	\$50.00
Technical Product Support	8600	Manager, Technical Product Support	1. Team Leader	\$70.00
			2. Manager	\$85.00
			3. Sr. Manager	\$95.00
	8610	Technical Product Support Analyst	No Variance	\$65.00
	8620	Technical Product Support Specialist	A. Entry	\$35.00
			B. Intermediate	\$45.00
			C. Advanced	\$60.00