

George Mason University
Request for Qualifications and Quotations:
Investigations – Title VII, IX and ADA
RFP GMU -1790-22

February 16, 2022

Marti Kopacz
Chief Executive Officer
TNG Consulting, LLC

 (610) 993-0229

 Marti.kopacz@tngconsulting.com



Mr. James F. Russell, Director
Ms. Erin Rauch, Assistant Director
Purchasing Department
George Mason University
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030

Dear Mr. Russell and Ms. Rauch:

Thank you for the opportunity to submit TNG Consulting's qualifications to complete investigations for George Mason University. Our firm will bring unparalleled thought leadership and practical experience to this engagement. We pride ourselves in our ability to partner with our clients to independently and objectively assess the challenges they face. We then work collaboratively with our clients to develop innovative solutions that help them move from strict compliance with the federal and state regulations into a position of best practices. We would be excited and honored to do the same with George Mason University.

TNG consultants are consistently engaged in training and advising clients on the evolving aspects of Title IX, ADA, and EO compliance. We conduct hundreds of investigations, chair dozens of hearings, and help more than 100 educational institutions each year improve their policies, procedures, and practices. TNG also manages the leading organizations for Title IX practitioners ([ATIXA](#)) and behavioral intervention teams ([NABITA](#)). Bringing this depth and breadth of experience, industry knowledge, and resources to APS GMU ensures that the value you receive from engaging us is the most current and cost-effective available in the field today.

We know you are committed to complying with the regulations and doing so in a manner that respects the more than 39,000 students and 8,800 faculty and staff you serve on and off your Fairfax, Virginia campus. We believe TNG Consulting can efficiently conduct the investigations you have outlined and bring you recommendations to establish best-in-class practices for administration and adjudication of these matters. We look forward to your review of our proposal and welcome all your questions.

Sincerely,



Marti Kopacz
Chief Executive Officer

Table of Contents

1. Procedural Information	1
a. Signed Cover Page.....	1
b. Attachment A	2
c. Payment Preference.....	3
2. Qualifications and Experience.....	4
a. Company Background	4
b. Consultant Biographies	6
c. Sample Reporting.....	10
3. Methodology	10
a. Approach	11
b. What, When, How Services Will Be Performed.....	11
c. Electronic hub.....	13
d. Timeline	13
e. Statement of commitment to diversity and inclusion	13
4. References	15
5. Proposed Pricing	16
6. Final Items to Be Addressed	18

1. Procedural Information

A. Signed Cover Page



Purchasing Department
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030
Voice: 703.993.2580 | Fax: 703.993.2589
<http://fiscal.gmu.edu/purchasing/>



REQUEST FOR PROPOSALS GMU-1790-22

ISSUE DATE: January 14, 2022

TITLE: Title VII & IX and ADA Investigation/Consultation Services

PRIMARY PROCUREMENT OFFICER: James F. Russell, Director, jrussell@gmu.edu

SECONDARY PROCUREMENT OFFICER: Erin Rauch, Asst Director, erauch@gmu.edu

QUESTIONS/INQUIRIES: **E-mail** all inquiries to both Procurement Officers listed above, no later than 2:00 PM Eastern Time (ET) on , January 25, 2022. **All questions must be submitted in writing.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 2:00 PM ET on February 1, 2022. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

PROPOSAL DUE DATE AND TIME: February 16, 2022 @ 2:00 PM ET. **SEE SECTION XII.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.**

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.

Name and Address of Firm:

Legal Name: The NCHERM Group, LLC

Date: 2/16/22

DBA: TNG Consulting

Address: 475 Allendale Rd., Suite 200

By: 
Signature

King of Prussia, PA 19406

FBI/FIN No. 46-1716106

Name: Cathleen Parsons-Nikolic

Fax No. (610) 993-0228

Title: EVP Marketing & Business Development

Email: cathleen.parsons@tngconsulting.com

Telephone No. (610) 993-0229

SWaM Certified: Yes: _____ No: ☒ (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: n/a

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules*, § 36 or against a Bidder/Offeree because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.

B. Attachment A

ATTACHMENT A SMALL BUSINESS SUBCONTRACTING PLAN TO BE COMPLETED BY OFFEROR

Offerors must advise any portion of this contract that will be subcontracted. It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to include this document with their proposal in order to be considered responsive.

Small Business: "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date and time for proposals. This shall also include DSBSD certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at www.SBSD.virginia.gov (Customer Service).

Offeror Name: The NCHERM Group, LLC

Preparer Name: Cathleen Parsons-Nikolic **Date:** 2/16/22

Who will be doing the work: ☐ I plan to use subcontractors ☒ I plan to complete all work

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to any subcontractor, to include DSBSD certified small business for the initial contract period in relation to the offeror's total price for the initial contract period in Section B.

Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: n/a Certification Date: n/a

Section B

If the "I plan to use subcontractors" box is checked, populate the requested information below, per subcontractor to show your firm's plans for utilization of any subcontractor, to include DSBSD-certified small businesses, in the performance of this contract for the initial contract period in relation to the offeror's total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

Plans for Utilization of Any subcontractor, to include DSBSD-Certified Small Businesses, for this Procurement

Subcontract #1

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

Subcontract #2

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

C. Payment Preference:

Option #3: Net - 30

2. Qualifications and Experience

A. Company Background

TNG Consulting is a professional services firm that offers systems-level solutions for safer schools, campuses, and workplaces. Based in King of Prussia, PA, TNG is one of the country's most respected education-specific consulting practices and is a repository for models that enhance and advance risk management of human interactions.

TNG professionals are experts in compliance with regulatory requirements and legal standards. Perhaps more importantly, we know the best practices for policy development, team training, and resolution methods. TNG specializes in advancing culture change strategies and pragmatic problem-solving for the complex compliance, equity, and liability issues our clients face today. We regularly serve as expert witnesses where we are charged with evaluating whether institutional responses comported with industry standards.

Over the past two decades, TNG has provided services to more than 5,000 school, college, and university clients, including training programs for school administrators, teachers and faculty, coaches, and staff related to compliance, response, and case management; managing conduct risk in athletics programs; and enhancing student safety and success through behavioral intervention and threat assessment programs. While our consultants are acknowledged experts in their fields, clients equally value their professional and lived experiences in civil rights, student conduct, education administration, law, victims' advocacy, counseling, criminal and civil investigations, and more.

TNG'S MISSION

TNG enhances the holistic safety and well-being of schools and organizations by empowering systems-level solutions to reduce the risk of violence, misconduct, discrimination, and harm.

TNG'S QUICK FACTS

- Trailblazer in education-based risk management solutions since 2000
- Average tenure of the senior leadership team is 10+ years at TNG, and 15+ years in the industry
- Employ 50 professionals and many affiliated consultants to serve our clients
- Current and previous consulting clients include The White House Task Force on Sexual Assault, U.S. Department of Education Office for Civil Rights (OCR), U.S. Department of Defense, U.S. Department of Justice Office of Violence Against Women, and U.S. Olympic and Paralympic Committee (USOPC)
- Currently working with Congressional committees and the Biden/Harris administration on Title IX, Threat Assessment, Behavior Intervention, and Mental Health issues
- Authored model related policies currently in use by over 1,000 institutions
- Helped create and consulted with the United States Center for SafeSport

- Exclusive provider for Title IX and Risk Management Services for the National Junior College Athletic Association (NJCAA)

THE TNG DIFFERENCE

TNG's team of consultants brings expertise, passion, and integrity to every engagement, from proactive safety efforts to incident response to creating policies and procedures for long-term impact.

Deep expertise – In a highly regulated environment, you can depend on us to understand the nuance that exists within complex challenges.

Bench Strength – We have a dozen full-time and 20+ affiliated consultants to manage client needs.

Unrivaled experience – We offer real-world solutions because our team has practical experience; we served in many of your roles before we became consultants and continue to do so, every day.

Credibility and integrity – Our work is complicated, sensitive, and ever-evolving. Our reputation is built on the proven quality of our advice, and it shows. Clients come back to us year after year to help them solve new problems.

Collaborative perspectives – TNG's subject matter experts do not work in silos. We offer a comprehensive think-tank approach that you cannot find anywhere else. We also know how to work within and around the silos that so typically characterize educational organizations.

B. Consultant Biographies



TANYKA M. BARBER, M.H.S., J.D.

Partner

Tanyka has over 15 years of experience in civil rights/equal employment opportunity law. Tanyka's key areas of expertise include employment discrimination, Title IX, diversity and inclusion, investigations, policy and program development, training, and compliance. Tanyka leads TNG's K-12 practice area and devotes substantial time to working with colleges and universities to adopt best practices related to compliance.

Prior to joining TNG Consulting, Tanyka served as the Director of Diversity and EEO and the Title IX Coordinator at Morgan State University, a historically Black college and university, in Baltimore, MD. Tanyka directed and provided guidance relative to the University's anti-discrimination, Title IX, and diversity initiatives for approximately 7,800 students and 1,200 employees. Tanyka also conducted and oversaw the University's discrimination investigations involving faculty, staff, and students, drafted investigation reports and position statements, and worked with University administrators to implement recommendations for action. In addition, Tanyka led the University's Title IX efforts and was responsible for drafting policies and procedures, developing the University's Title IX grievance process, prevention, training, and outreach initiatives.

Previously, Tanyka spent four years in a similar position as the EEO Officer at Baltimore County Public Schools, where she managed the EEO functions for a K-12 school system of approximately 17,000 employees. In this capacity, Tanyka investigated and responded to employment discrimination complaints filed internally and with external state and federal agencies; evaluated employee requests for reasonable accommodations; drafted policies and procedures; and conducted trainings.

Tanyka also served as Law Clerk and then as Assistant General Counsel at the Maryland Commission on Civil Rights, the agency charged with enforcing the state's civil rights statutes relative to employment, housing, and public accommodation discrimination.

Before attending law school, Tanyka worked in the public health field for seven years and held positions in government, non-profit, and academic institutions where she developed skills in research, policy development, community education, outreach, and project management.

A Maryland native, Tanyka earned her B.S. in Health Education from Morgan State University; her M.H.S. in Health Policy from Johns Hopkins University School of Public Health; and her J.D. from the University of Baltimore School of Law.



KIMBERLY PACELLI, M.ED., J.D.

Partner

Kim is a Partner with TNG who is quite familiar with the day-to-day challenges facing colleges, universities, and schools. She provides practical advice that empowers institutions to confidently manage high-risk issues they face.

She regularly trains and advises on Title IX policy and procedures, Clery Act reporting and compliance, student mental health interventions and policies, FERPA and student privacy issues, free speech issues for both public and private institutions, and student conduct issues, among others. She has also served as an invited speaker at regional and national conferences.

Kim's solution-oriented approach to her work stems from her extensive experience as a student affairs practitioner. Kim served as Senior Associate Dean of Student Affairs at Bowdoin College, where she provided leadership, operational, budget, and personnel oversight to many central offices of the college, including the Dean's office, Health Services, Counseling Services, Residential Life, and other student support offices.

Kim also previously served as Associate Dean of Student Life at Harvard, providing critical leadership for the Harvard residential life and student life system and as Director of Residential Life at Bowdoin College.

Before joining TNG, Kim served as an Attorney and Consultant for the private law firm Drummond Woodsum in Portland, ME, exclusively serving colleges, universities, and schools. Kim provided legal counsel and consultation services to dozens of public K-12 school districts and private elementary and secondary schools in this role. Her practice focused on Title IX compliance, student conduct issues, employment matters, and extensive policy and procedure development and implementation to comply with the overlapping obligations under federal and state laws. Kim has extensive experience developing model policies for adoption by school boards and customized policies to address the specific needs of individual school settings.

Kim earned her law degree from the University of Maine School of Law, her Master's in Education from the Harvard Graduate School of Education, and her undergraduate degree from Bowdoin College.



JEANNE MEYER, M.S., M.S.ED., J.D.
Consultant

Jeanne has focused her career on advocating for and working with victims of sexual violence. During part of her service with the U.S. Navy, she worked as a federal agent with the Naval Criminal Investigative Service (NCIS), investigating sex crimes and child abuse and testifying in federal and state court.

After earning her law degree, Ms. Meyer was engaged as a prosecutor for domestic violence and sex crimes. She then served as a defense attorney for criminal and civil matters, including child abuse and neglect cases.

Before shifting to employment in the higher education field, Ms. Meyer served as the director of sexual assault support services at a women's shelter, where she oversaw the establishment and funding of rape crisis resources. These duties included applying for and managing a state grant that provided over \$400,000 of funding to the agency.

Ms. Meyer then transitioned to campus law enforcement, where she was a detective sergeant for the Northern Illinois University (NIU) Police Department in DeKalb, Illinois. During her law enforcement tenure, she served as a patrol officer, detective sergeant, crime scene investigator, emergency management and planning supervisor, and the lead investigator for the student and employee threat assessment teams. Her assignments included investigating sexual assault and child abuse allegations, homicides, and drug-related crimes.

Meyer provided victim advocacy to families who lost a loved one and 100 students who experienced mental and physical trauma following a mass shooting on campus. Before joining TNG, Ms. Meyer directed the Student Conduct office at NIU for ten years and chaired the university's Behavioral Intervention Team.

Meyer holds a B.S. in Sociology from Jacksonville University, an M.S. in Criminal Justice Administration from Chaminade University, and an M.S.Ed. in Counseling and J.D. from Northern Illinois University.



BRIAN HEIDER

Vice President of Investigations

Heider is a senior professional with more than 20 years of experience in the workplace, personnel, and pre-employment investigations involving municipal, city, police, fire agencies, and public, private, and charter school educational institutions. His background combines a unique set of professional experiences that include careers as a high school teacher, high school and collegiate coach, police detective, school safety expert, and business owner. As a result, Heider has a multidimensional view of risk management, investigation protocol, and the associated

implementation of policies and procedures.

Before joining TNG Consulting in 2020, Heider was the Founder and President of Oracle Investigations Group, Inc., a professional investigation agency he established in 2010, with significant experience in the following areas of investigation:

- Civil Rights (Title VII and Title IX)
- Criminal and Civil Sexual Harassment and Abuse
- Administrative Investigations
- Fraud and Embezzlement
- Public Safety and Public Employee Pre-Employment Backgrounds
- Police and Fire Internal Affairs Investigations
- Asset Searches and Public Corruption
- Forensic Evidence Recovery
- Mobile and Stationary Surveillance
- Workers' Compensation Investigations
- Doctor Supervised Medical Investigations

These investigations have resulted in administrative, civil, and criminal outcomes and media attention. Select criminal investigations have resulted in grand jury indictments, arrests, and convictions.

Heider also founded and served as the Chief Executive Officer of School Shield, Inc., a professional corporation charged with delivering safe school solutions to California's public schools. Services provided include school site risk and vulnerability assessments, student and staff threat and behavior assessments, comprehensive safe school plan creation and implementation, crime prevention through environmental design (CPTED) assessments, and active shooter behavior and response training. His experience includes training school site staff in the aforementioned topics, having been retained to train several thousand public school students and staff members at both statewide conferences and individual school sites. Heider has also worked with state and federal elected officials in efforts to pass safe school legislation.

C. Sample Reports

We will provide our sample report in a separate email.

3. Methodology

INVESTIGATIONS ACUMEN

TNG offers a well-rounded and diverse investigation team that can deploy inclusive investigators as warranted to build comfort, rapport, and trust with our interview subjects. With more than 30 trained, certified, and licensed investigators across the country, we offer one of the deepest benches you will find. We are balanced and objective while also user-friendly and trauma-informed. As a result, we get more out of our interview subjects than most other investigators do. We do it fairly, legally, without interrogating, and without trickery, deploying the latest technology-based interview and record-keeping methods available. Our reports are polished, well-written, logically organized, and anticipate the potential of publication or revelation through litigation discovery.

TNG is regularly called on to re-perform or forensically review investigations done by other firms because we bring a depth of contextual and equity-based understanding that consistently provides fair, impartial, and thorough results. We're subject matter experts who are also experts at investigation techniques.

We know how to appropriately render determinations of credibility in this sensitive and complex arena, and we know how to gather evidence from all sources. We have a 360-degree view of civil rights cases because we have been in the shoes of administrators, advocates, advisors, and college counsel. We have advised both accusers and accused, negotiated with OCR, and strategized the litigation of critical Title VII, Title IX, and ADA lawsuits.

We know that the most appropriate process that can withstand OCR or court scrutiny is one that recognizes the rights of all parties, treats them with equal dignity and respect, and appropriately applies institutional policies and procedures. Our investigation reports, investigation-related letters, and decision rubrics are used as expert examples across the country. Our work product is polished, professional, and ready for the media's scrutiny and the courts if need be.

TNG Consulting currently provides all the intake, investigations, and adjudication for the United States All Star Federation (USASF), which has 175,000-200,000 members. *All Star* is the sports term used to represent competitive Club Cheer and Dance.

Additionally, our managing partner, Mr. Scott Lewis, Esq. helped establish, wrote policies and procedures for, and served as a Chief Officer for the Center for Safe Sports (CSS). CSS manages a population of roughly 17 million athletics, with an average of 200 reports per month to be investigated.

TNG investigators will conduct a thorough, prompt, fair, and impartial investigation of allegations of **sex**/gender-based discrimination and harassment or other civil rights-related policy violations. Each investigation will be conducted in accordance with **GMU's** policies and procedures and applicable federal, **state**, and local law. The outline to our plan's approach, services to be performed, data integrity efforts, and timelines are shared below.

A. Approach

Our work plans include the following components:

- Meet with ADA Coordinator, Title IX Coordinator, or other designee to review the formal complaint notification, identify and discuss the implicated provisions of policy, and strategize the appropriate investigative approach.
- At the completion of investigative work, submit a draft investigation report the Coordinator and other appropriate GMU officials for review prior to distribution to the parties and their advisors.
- Review and incorporate responses received from the parties following the evidentiary review and comment periods, and perform any additional investigation and/or revisions to the investigation report as needed.
- Liaise with any appropriate individuals, advisors, and appropriate GMU representatives as needed before, during, and after the investigation.
- Coordinate with appropriate GMU representatives to schedule interviews and meetings.
- Provide regular investigation status updates to the parties and appropriate GMU representatives.

B. What, When, How Services Will Be Performed

Typically, our investigators engage in the following activities:

- Review relevant Institution policies and procedures to ensure each investigation is being conducted in accordance with the applicable policies and procedures.
- Review the report/complaint, any intake information gathered by the Institution, and the Notice of Investigation and Allegations to ascertain the nature and scope of the investigation.
- Meet with appropriate GMU representatives to discuss the investigation strategy, timeline, and budget.
- Coordinate with appropriate GMU representatives to facilitate the distribution of various notices to the parties during the investigation, such as updates to the Notice of Investigation and Allegations, notice of delays, etc.
- Conduct investigatory interviews of parties and witnesses either in-person or virtually utilizing age-appropriate investigation best practices.
- Gather and review relevant evidence provided by the parties, witnesses, and other available sources.
- For Title IX investigations, facilitate the two required 10-day evidentiary review and comment periods by providing the parties and their advisors copies of all directly related evidence gathered during the investigation and the final investigation report utilizing an appropriate file sharing platform approved by GMU. This could include ATIXA-created investigation forms and templates in the absence of university forms/templates that the investigation may be required to be used.
- For Title VII or ADA investigations, facilitate the investigation within the prescribed timelines.
- The investigation work product will include all the required and necessary elements, including, as appropriate, a comprehensive final investigation report that contains a summary of evidence gathered, an assessment of the evidence and credibility of the parties and witnesses, a synthesis of the facts to include contested and uncontested facts, and a recommendation for whether Institution policy was violated.
- Investigation reports are provided in redacted and unredacted form as desired to safeguard against unauthorized disclosure and document the institution's response to allegations, respectively. Investigation reports are also uniquely watermarked for each party to ensure privacy and create a paper trail in the event of any unauthorized disclosure.

- The investigators are available to participate in post-investigation meetings, hearings, and appeals as necessary.

C. Electronic Hub:

- TNG can provide a secure site for storing confidential files in compliance with GMU's policies and current state and federal requirements.
- TNG can provide secure, individualized links to the investigation report and all investigation materials for review by the parties and their advisors, as well as the decision-maker and the Title IX Coordinator.
- If desired, TNG can maintain investigation case file documents to be provided to the university at the conclusion of each investigation.

D. Timeline

Our firm works with our clients on their requested timeline based on their policy and procedural guidelines and as well as compliances that are required by Title VII, Title IX, and ADA regulations.

Once selected as a vendor, TNG remains ready to support our clients by prioritizing their needs over new requests.

E. Statement of Commitment to Diversity and Inclusion

TNG has a long-standing commitment to diversity, equity, and inclusion and continues to make significant strides in embedding this commitment into all aspects of our efforts. Our firm was established twenty years ago to champion awareness of sexual assault in the educational environment identify prevention approaches and resolution methods. Over time our mission has evolved to address and reduce harm and violence in educational settings as a result of racial and gender inequities.

In a recent hiring group of seven employees at a senior pay level, three were diversity candidates. Seeding more diversity within our ranks will support increases in diversity in our leadership roles. In addition, we just named our second partner within a diversity category (of six partners).

The firm formed a Diversity, Equity, and Inclusion Working Group in 2020. This cross-functional team has established goals to help the firm. Some of these goals include a consistent focus on related issues internally and within our client base; addressing relevant issues through recruiting, development, education, and mentoring; enhance understanding of DEI and client needs and address those needs; and changing recruiting practices to assist in increasing our diversity.

Recent actions on these efforts have included: -

- Altering our job posting locations to include DEI-oriented job-posting sites and Historically Black College & University Job Centers,
- Revisiting educational requirements and job location to open the pool to a broader array of candidates,
- Redacting candidate names from resumes before the hiring manager screens them,
- Educating hiring managers about the firm's commitment to DEI and how we are approaching this in the hiring process, and
- Making DEI a part of the evaluation and discussion of existing staff development and promotion

4. REFERENCES

The following are a select list of clients for whom we have conducted investigations in the past six months:

Anil V. Gollahalli, Esq.
Vice President and General Counsel
Office of Legal Counsel
The University of Oklahoma
Norman, Oklahoma
✉ agollahalli@ou.edu
☎ (405) 325-4124

Nadia Hague
Director of Intake and Investigations
The Ohio State University
Columbus, Ohio
✉ hague66@osu.edu

Kristina Nichols
Vice Provost of Education Operations
Interlochen Center for the Arts
Interlochen, Michigan
☎ (231) 276-7203
✉ nicholske@interlochen.org

Komey Vishakan, Esq.
General Counsel
Palo Alto Unified School District
Palo Alto, California
☎ (650) 329-3700
✉ kvishakan@pausd.org

Meredith Walker
Director, Rules, and Safety for Dance
The US All Star Federation (USASF)
Memphis, Tennessee
☎ (615) 397-8909
✉ mlwalker@usaf.net

5. Proposed Pricing

TNG values building a relationship with George Mason University and will provide your team with the most effective and cost-efficient methods to complete this project. We believe our ongoing work with higher education institutions across the country will help offer cost efficiencies to GMU because of the level of exposure and understanding of the complexities we see these campuses experience.

Knowing the challenges of today's economy, TNG is offering our investigation services at the discounted rates shown below.

This RFP requested a fixed-price contract but based on the hundreds of investigations our firm has completed, our experience is that investigations take varied paths, so flat rates are not in the best interest of our client or firm. Instead, we are offering a discounted flat hourly rate, listed below.

Additionally, we would provide an ATIXA Super Membership to GMU as an additional service enhancement as part of this agreement. Information about the products and services provided through an ATIXA Super Membership is included on the next page of this proposal.

- Investigation Services Flat Hourly Rate: \$275 per hour
- ATIXA Super Membership (\$5,000): Complimentary with signed contract

Fees, billing timeframes, and additional costs:

- Given the current global health crisis, we anticipate most of the work will be performed off-site using remote technologies (e.g., electronic communications, Zoom/Microsoft Teams), with a preference to conduct investigation meetings with face-to-face technologies instead of phone calls.
- We will reference the GMU-provided PO number on invoices, as requested.

Access to additional opportunities at a discounted rate: As part of this proposal, GMU will be eligible for a 15% discount on any additional training, consulting hours, and hourly rates for hearing services and other facilitator services.



Association of
Title IX Administrators

SUPER/K-12 SUPER MEMBERSHIP

A Closer Look At What's Included

Access to ATIXA Training & Certification Courses

Learn from top practitioners, with both in-person and online options available. ATIXA is the premier association for highly engaging and interactive Title IX training, offering more than 25 courses to meet the growing demand for best-in-class professional development opportunities.



Digital Badges

In addition to the certificates of completion provided by ATIXA following a certifying event, we also offer personalized digital badges that you can share on your LinkedIn, Facebook, Twitter, and email signature to showcase your verified accomplishment!



Title IX Toolkit (TIXKit)

TIXKit is a 300+ document repository of best-in-class templates, forms, models, and checklists to support the operational efficiency and compliance of college and school Title IX offices. ATIXA continues to update and release resources based on changes and guidance from OCR's OPEN Center.

20-Minutes-to...*Trained* Video Modules

20-Minutes-to...*Trained* modules average 20 minutes in length designed to meet (and exceed!) all hearing-related training requirements for Title IX and VAWA Section 304. ATIXA now offers 36 modules within our web-based video training series, including the following topics:

- Addressing Inappropriate Employee Behaviors
- Addressing Trauma
- Advising the Reporting Party
- Advising the Responding Party
- Animals on Campus
- Appeals
- Assessing Credibility Part 1
- Assessing Credibility Part 2
- BIT and Title IX Intersections
- Bullying and Cyberbullying
- Conflicts of Interest
- Considerations for Climate Surveys
- Dealing with Report Investigation Requests
- Deliberations and Group Think
- Documentation
- Due Process
- Equitable Remedies within Civil Rights Grievances
- Essential Elements in Title IX Trainings
- First Amendment Primer
- Informal Resolutions Interim Measures and Suspensions
- Intimate Partner Violence
- Interview Best Practices
- Interim Measures & Suspensions
- Intersections of Title IX and Title VII
- Investigation Pattern and Predation
- Investigation Strategy and Planning Ahead
- Preliminary Inquiry
- Pregnancy Accommodations
- Preponderance
- Questioning
- Report Writing Tips
- Role of the Investigator
- Self-Care for the Title IX Coordinator
- Sexual Harassment
- Sexual Violence
- Stalking & Trauma Informed Interviewing
- Transgender Issues Pertaining to Minors

These are just a few of the many benefits of an ATIXA Super/K-12 Super Membership. This investment truly pays for itself and has proven to be an invaluable resource for schools and institutions across the country!

6. Final Items to Be Addressed

A. On-going Litigation

Our firm is not under any investigation with any party.

B. Past Litigation

Our firm has not been under any investigations with any party.

C. Past Lawsuits

Other than the cases for which we serve as expert witnesses, our firm has not been part of any lawsuits.

D. Past Firm Names

Our firm's official name is The NCHERM Group; we do business as TNG Consulting, LLC. The firm has not done business under any other names. We oversee [ATIXA](#), the Association for Title IX Administrators, and [NABITA](#), the National Association of Behavioral Intervention and Threat Assessment.