George Mason University
On-Demand Technology Consulting Services
GMU-RFP-1700-21

January 22, 2021

Prepared for:
George Mason University

VTCG Number: 15613

VANTAGE

Vantage Technology Consulting Group
www.VantageTCG.com

V A N T A G E

Vantage Technology Consulting Group

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January 22, 2021

Vantage Technology Consulting Group (Vantage) is pleased to present this proposal to George Mason University for on-demand IT strategic consulting services in response to RFP GMU 1700-21. With our proposal we hope to show that Vantage has the skills and experience to assist you with this project:

➢ **We Understand Higher Education.** Vantage understands the many aspects of executing complex information security projects in the higher education landscape because our consultants come from higher education institutions. We are experienced in coordinating activities, translating needs among different stakeholders, educating technology users about cybersecurity and privacy, and in presenting complex findings to boards, committees, and leadership.

➢ **We Are Cybersecurity Experts.** Vantage team members take pride in their cybersecurity and privacy acumen. Our consultants maintain the industry certifications most relevant for technology and cybersecurity professionals (CISSP, CISM, CRISC, CIPT, etc.). We are frequent writers and public speakers on cybersecurity, privacy, and risk management topics.

➢ **We Have Proven Processes and People**. Vantage has helped numerous educational clients, many of them similar in size and scope to George Mason University, assess their information security programs, understand institutional risk, and chart a path forward. The Vantage team has the broad range of technical, operational, and leadership experience that this project requires.

With our experience and expertise, we bring tremendous value to the table. As you review this proposal, please feel free to provide feedback—we welcome and encourage a collaborative approach. We look forward to working with you.

Sincerely,

Joanna Grama
Associate Vice President, Information Security Practice Leader

VANTAGE

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This material is prepared in response to the George Mason University (GMU) request for proposal (RFP) 1700-21 for on-demand IT consulting services dated November 13, 2020. The pages that follow outline Vantage's response to the GMU RFP.

Table of Contents

Service Summary

This section responsive to GMU RFP Section XI.1.a.

Vantage Technology Consulting Group (Vantage) is an independent technology consulting firm with offices in Boston, Los Angeles, New York, and San Francisco. Formed in 2001, we are a community of thinkers and doers who apply our technical knowledge to problem-solving. We want to make a difference in the world by helping our clients tackle their toughest problems—from integrating technology that saves lives in tomorrow's hospitals to helping colleges and universities innovate for tomorrow's learners. We have nationally recognized clients in education, healthcare, public sector, and corporate markets.

George Mason University (GMU) is Virginia's largest public research university, with an enrollment of 38,000 students. GMU has issued a request for proposal (RFP) to establish a contract with one or more qualified vendors to provide on-demand information technology-related support services and consulting. Our team of credentialed and experienced higher education technology professionals have conducted numerous strategic projects of the type described by GMU RFP Section XI, Statement of Needs, such as:
- Business Management Services: IT strategic planning and peer benchmarking
- Enterprise Infrastructure Services: Communications and network security visioning and design
- Project, Program, and Portfolio Management Services: IT organizational assessments, including resource capacity planning, and IT governance program assessment, design, and implementation
- Security Services: Information security control assessments, Information technology and security policy drafting, and Risk assessment and management
- Creation and development of technology training and documentation (*GMU RFP Section XI.1.f*)

In addition, we provide a wide range of higher-education focused IT consulting services such as:
- IT strategic planning, governance (including data governance), and assessment services
- Information security, privacy, and risk management services
- Technology operations design and planning services
- Teaching and research technology planning services

Our service catalog, featuring all of the strategic IT consulting services that we offer, is attached to our response.

We offer George Mason University (GMU) a highly qualified and respected team that specializes in on-demand, higher education strategic technology consulting engagements. We have successfully completed these types of projects across a diverse client base from small private higher education institutions to large public and private institutions. We bring new ideas and vision to these types of engagements—using the appreciative inquiry model to help our clients identify the factors that make them successful and then building upon those success factors to meet institutional goals and increase value. We have:

- ✓ University and IT leadership experience
- ✓ Higher education information security and privacy experience
- ✓ Industry certifications in technology disciplines
- ✓ Organizational analysis, facilitation, and community collaboration skills
- ✓ IT and shared governance in higher education know-how
- ✓ Data governance expertise
- ✓ Peer benchmarking and analytics proficiency (in particular using the EDUCAUSE Core Data Service)

Thank you for the opportunity to propose these services to GMU.

Vantage Technology Consulting Group

Approach and Methodology: Proactive and Collaborative

This section responsive to GMU RFP Section XI.1.b.

We feel that projects are most successful when they are proactively managed and based on strong collaborative efforts between Vantage team members and our clients. Our approach starts with thoroughly understanding your current information technology organization and strategy. We then consider your unique mission, stakeholder requirements, your short-term needs, and your long-range plans as well as trends in both industry and technology. Unlike many of our competitors, Vantage offers a highly flexible methodology that can be easily customized to meet your specific needs.

Project Steering Committee
We expect to work closely with a project steering committee for each of our clients, including campus IT leadership and the executive sponsors for the project. We expect that each project steering committee will also assist with the following tasks:
- information gathering,
- meeting logistics and coordination,
- validating information gathered and our impressions,
- informing project stakeholders and campus leadership of project status,
- obtaining a commitment from project stakeholders and campus leadership that the resources needed to support the project will be provided,
- actively collaborating with Vantage on all facets of the project,
- knowledge transfer, and
- managing the inevitable impact of these dynamic times.

We work with the project steering committee to create a project plan for the scope of work, noting project timelines and resources to complete project work. We define and scope projects carefully to build a timeline that meets our clients' needs and availability. Our methodology breaks each project into several tasks, and each project task builds on the immediately preceding task to create project efficiencies and a sensible project timeline. Our facilitation processes and close working relationship with the project steering committee ensures the sharing of information and ideas throughout the entire engagement. At the end of each engagement, we fully debrief and complete knowledge transfer activities with the project steering committee to ensure project skills, techniques, and operations are fully understood to reduce costs and improve long-term engagement success. (*GMU RFP Section XI.1.h.)*

Vantage Project Management
Ensuring that projects are completed in a timely, efficient, and effective manner is as important to us as it is to our clients. To make sure projects progress effectively, each project has a designated project manager who has responsibility for the day-to-day operations of the project to make sure that it is successful. The project manager also works with the client to set clear goals and milestones for the project. Our project management practices include documenting project steps (e.g., creating a project plan), identifying responsible parties, tracking status, and alerting core team members to project time and scope risks as early as possible to minimize project disruptions.

Vantage uses several cloud-based tools to ensure our projects are delivered in a timely, effective, and efficient manner. In addition to Office 365, Box, and Zoom, we use the Teamwork web-based project management tool

to manage our project work; we can invite client staff members to the project dashboard to view project status if desired. We also use the Mural web-based tool to facilitate remote/online brainstorming sessions.

To ensure effective collaboration, we will meet regularly via videoconference with the project steering committee to ensure we maintain project timelines and meet desired deliverables. Our meeting practices include starting and ending on time, providing agendas in advance of meetings, and providing meeting minutes after each meeting to memorialize discussions, actions taken, and next steps.

For workshops and focus group meetings, we use the SOAR analysis technique. The SOAR (Strengths, Opportunities, Aspirations, Results) analysis technique focuses on improving organizational effectiveness. It uses Appreciative Inquiry concepts to discover what contributes to a group's peak performance and success, envision a future reality around a core purpose, and design and deploy a plan that leverages the best of what works currently to meet the future reality. The SOAR technique helps identify best practices, sources of excellence and vitality, and high-impact strategies to move forward. Unlike its cousin, the SWOT (Strengths, Weaknesses, Opportunities, Threats), we find the SOAR technique to be more appropriate to higher education clients, where an emphasis on collaborative planning is highly valued.

Qualifications, Related Experience, and References

This section responsive to GMU RFP Section XI.1.c, d, e.

Vantage Technology Consulting Group (Vantage) is an independent technology consulting firm with offices in Boston, Los Angeles, New York, and San Francisco.

Our practice is to partner. We will partner with GMU leaders, stakeholders, and IT staff members to develop comprehensive and cohesive strategic technology consulting engagements. We do this well because our team understands the higher education information technology landscape and its intricacies. We have "been there and done that"—we have worked at higher education institutions in IT leadership and cybersecurity professional roles. We understand and appreciate the complexity of the higher education information technology landscape and how that complexity varies depending on institutional Carnegie Class, size, control (public or private), funding, and culture.

Vantage has more than 250 higher education clients. Our clients include a broad range of public and private, large and small, colleges and universities, state systems, and consortia. Projects range from very strategic (how technology supports the academic mission), through technology management (organizations, governance, finances), information security, system replacement (networks, data centers, unified communications), and low-voltage systems for new buildings and major renovations.

Vantage Team Members

Vantage subject matter experts have the ability, knowledge, and experience to make a significant contribution to this project. Our team members are specialists in their fields, have multiple years of experience, and have earned the requisite degrees and certifications to demonstrate their expertise.

We are excited to propose a strong team for GMU strategic technology consulting engagements, with the available capacity to work on engagements as needed and with the thoughtful and high-quality results that Vantage is known for. The team members who will work on potential engagements with GMU include:

- **Cathy Bates** (Vice President) will serve as a subject matter expert for this engagement. A former higher education CIO with over 32 years of experience in higher education, Cathy's expertise spans all facets of IT governance, data governance, strategic planning, and service portfolio management. Her project experience includes developing technology and information security roadmaps, planning and budgeting for infrastructure refresh cycles, and large-scale campus administrative and academic technology projects. She has a history of inter-institutional collaborations at the state and national levels, as well as leadership in organizations and programs that develop and showcase best practices in higher education. Cathy will ensure that Vantage's resources are available for projects and will serve as the escalation contact for GMU.
- **Joanna Lyn Grama, JD, CISSP, CIPT, CRISC** (Associate Vice President) will serve as the initial point of contact for potential GMU engagements and a subject matter expert. Joanna is an information security and privacy professional with significant professional expertise in information security, privacy, risk, and legal issues. A seasoned attorney, Joanna has over 20 years of experience in law and higher education. Leader of Vantage's information security practice, her project experience includes policy and governance review, developing information security roadmaps, incident response, and insider threat program development.
- **Kim Lindros** (Consultant) will serve as a subject matter expert and technical writer for this engagement. A content developer since 2003, Kim has focused on writing about security, technology, and business. She spent nearly 10 years in tech support and as a network administrator before transitioning to technical writing. Kim has written numerous articles and blog posts, contributed to books on Windows technologies and applications, storage, and IT certification, and developed over 200 eLearning courses. With a background in project management, she has also run large multifunction teams to produce books, online curricula, and on-ground training classes.
- **Michael Niola, PSP, CTS** (Associate Principal) will serve as a subject matter expert for this engagement. Michael is an ASIS board-certified Physical Security Professional and security consultant with over a decade of experience. As a leader in Vantage's physical security practice, he facilitates workshops between stakeholders, IT, security, and police departments to create security policies and standards for both security operations and systems. He also conducts on-site surveys and assessments to identify and remedy security gaps and deficiencies.
- **Matt Morton, HCISPP, CISM, CISSP, CGEIT** (Senior Strategic Consultant) will serve as a subject matter expert for this engagement. Matt is an accomplished technology professional with over 20 years of experience in higher education and corporate IT arenas. A seasoned technology leader with CIO experience, Matt's expertise includes higher education administration, information security, operations and technology architecture, organizational development, and strategic planning. Matt is a frequently requested speaker on the topics of security and IT governance.
- **Jon Young, GSLC** (Associate Vice President) will serve as a subject matter expert for this engagement. Jon is an experienced IT leader with expertise in transformation and turnaround efforts, security, networking, systems management, cloud computing, research computing, and organizational leadership. He has over 25 years of experience with a focus on higher education and healthcare organizations. Jon's expertise includes network design and architecture, information security and IT risk management, and organizational dynamics and transformation.
- **Valerie Vogel** (Strategic Consultant) will serve as a subject matter expert for this engagement. Most recently the Senior Manager of the Cybersecurity Program at EDUCAUSE, Valerie has more than 20 years of experience in higher education information security. Her expertise includes program development and management, information security training and awareness programs, and community building activities.

Staffing plans and subcontracting functions will be provided as specific engagements are considered as part of this project. (*GMU RFP Section XI.1.i, j.*) Generally, we provide all strategic technology consulting work in-house with the team of Vantage staff members listed in this section.

Vantage Higher Education References
Our references are listed below and an overview of Vantage services and profile sheets from clients for whom we have conducted similar projects are included as part of the appendix. (*GMU RFP Section XI.1.g.*)

North Carolina A&T State University, Multiple Strategic IT Projects (2020)
Vantage has worked on many projects for North Carolina A&T State University, including information security control assessments, IT organizational assessments and peer benchmarking, the creation of IT governance and data governance programs, and IT policy drafting.
Tom Jackson, Vice Chancellor for Information Technology and Chief Information Officer
Office: (336) 256-0543
Email: htjackson@ncat.edu

University of Illinois-Chicago (UIC), Comprehensive Network Strategic Plan (2020)
Vantage provided expert guidance and assistance and recommend a strategy to optimize UIC network assets, services, and support to meet future campus needs. This project is currently ongoing.
Jason Maslanka, Chief Technology Officer
Office: (312) 355-0181
Email: jasonm@uic.edu

Middlebury College, Information Security Assessments (2019)
Vantage created and held workshops to facilitate the development of Middlebury's information security program, including the preparation of an information security governance structure, program charter, and information security controls assessment.
Vijay Menta, Associate Vice President and Chief Information Officer
Office: (802) 443-2929
Email vmenta@middlebury.edu

Vantage Business Practices
Vantage Technology Consulting Group is a federal small business entity. As such, we recognize the economic and social importance of using other small businesses and locally-based products and/or services whenever possible.

We believe that technology is a human experience, and as such we strive to hear, see, and support the diverse needs of our clients and colleagues. At Vantage, we support the differences found in each of us and believe in the practice of including and involving people and their uniqueness to provide a better community. We believe that diversity creates a better community, and our company seeks to walk the path of diversity, equity, and inclusion to allow that community to flourish.

Pricing

We customize our fees and project timelines for each specific project. Generally speaking, our pricing practices include:

- Fixed fee project pricing based on the services requested in the client's statement of work, using current Vantage hourly rates. Fixed fee pricing ensures that both parties are agreed on the statement of work and final deliverables and that there are no surprises about the fee.
- Where requested, expenses for consultant travel to campus are included in the fee.
- Projects are billed monthly based on percent completion for task work.

Vantage selects option #3, net 30 for payment. (*GMU RFP Section XVI.)*

A pricing sheet with Vantage's 2021 hourly rates is included in the appendix. In light of the COVID-19 global pandemic, we are structuring most engagements in 2021 to be 100% remote engagements using videoconference, web collaboration, and other software tools to replace physical travel. Our collaboration tools allow remote engagements to be carried out efficiently and effectively, with no impact on quality.

Terms and Conditions Exceptions and Deviations

If awarded the contract, Vantage Technology Consulting Group will comply with the Terms and Conditions as outlined in the George Mason University RFP with the following sections noted for additional discussion between the parties:

- Sample Contract, Section X.I (Cancellation of contract, p15): We request that this section be made reciprocal so that either party can cancel the contract without penalty with 60 days' written notice.
- Sample Contract, Section X.L (Collection and attorneys' fees, p 16): Strike provision.
- Sample Contract, Section X.U (Force Majeure, p 17): We request that this section be made reciprocal so that either is excused from performance upon force majeure.
- Sample Contract, Section X.BB.2 (Intellectual Property, p 19): We request that the original contract language be stricken and replaced with the following language: *Contractor has built an extensive repertoire of intellectual property, including but not limited to, interview guides, assessment tools and techniques, charter and policy libraries, reporting templates and graphics, and modeling tools. Contract deliverables shall be the exclusive property of Mason with allowances for right-to-use where deliverables contain Contractor's intellectual property. Mason is granted right-to-use specifically limited to the services provided under this agreement for any intellectual property utilized in the development of project deliverables. Ownership and rights of Contractor's intellectual property remain with Contractor and cannot be otherwise shared, distributed, or used for any other purposes.*
- Sample Contract, Section X.FF (Contract renewal, p 19): We request that the original contract language be amended to note that in no event shall Contractor pricing for subsequent contract renewals be decreased in response to a CPI-U decrease.

Appendix

Collaterals

- Firm overview
- Higher education project profiles *(Responsive to GMU RFP Section XI.1.c.)*
- Team member resumes *(Responsive to GMU RFP Section XI.1.g.)*
- Service catalog (*Responsive to GMU RFP Section XI.1.a, e.)*
- 2021 Vantage Schedule of Hourly Rates (*Responsive to GMU RFP Section XII.)*
- Report on 10 most recent projects that exceeded $50K and were billed on an hourly basis *(Responsive to GMU RFP Section XII.c.)*
- Sample quarterly sales report *(Responsive to GMU RFP Section XIII.B.6)*
- Signed GMU 1700-21 Cover Page
- Signed Attachment A – Small Business Subcontracting Plan

Firm Collaterals

Vantage Technology Consulting Group
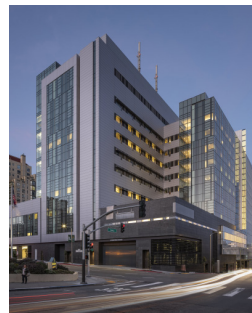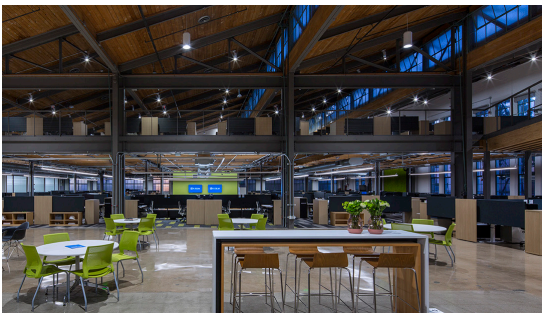
REPRESENTATIVE CLIENTS

HEALTHCARE

Cedars-Sinai Medical Center • Kaiser Permanente • The New Valley Hospital • NYC Health and Hospitals Corporation • NYU Langone Medical Center • Ohio State University Wexner Medical Center • Sutter Health • UC Davis Health • UCLA Health Services • UCSF Health Services

EDUCATION

CalTech • California State University • Duke University • Harvard University • Princeton University • State University of New York • University of Massachusetts • University of California • Washington State University

PUBLIC SECTOR

United Nations • City of Boston • Los Angeles County • NASA Jet Propulsion Laboratory • US Army Corps of Engineers • US Department of Agriculture • US Department of Veterans Affairs

CORPORATE

AMC Networks • Amgen • BAE • Bluebeam • DirecTV (AT&T) • MGA • MGM Studios • Suzuki Motor of America

Solving the challenges of our clients requires thinking about more than the best way to engineer AV, IT, or building technologies. We succeed by shaping the vision and strategy of how our clients' lives are improved through technologies that enhance the way we communicate, collaborate, and stay connected.

In the 21st century, the human experience is no longer defined by "high-tech" vs. "low-tech" or "software" vs "hardware" or "personal device" vs. "room technology". This is why our design expertise includes CIO's, strategists, professors, designers, and project managers, working alongside our engineers to capture the full breadth of the technology experience while addressing current and future challenges.

Vantage assists clients with multiple services including:

- Leading the charge for innovation
- Assessing existing conditions and system requirements to determine critical points, establish best practices, and calculate potential costs
- Peer analysis to determine benchmarking points amongst industry standards
- Prioritizing recommendations including additions, upgrades or replacements to technology infrastructure and facilities
- Organizational staffing requirements to properly maintain and upgrade facilities, infrastructure, and equipment
- Establishing enhanced procedures to streamline enhance workflow processes
- Design and engineering of building technology including Audiovisual, IT, and security systems

We focus our planning efforts on fiscally responsible resiliency, reliability and security in support of the organizational goals and mission.

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Colleges and Universities
Sparking Imagination and Driving Innovation in Higher Education

SELECTED CLIENTS

California Institute of Technology
California State University
Duke University
Dartmouth College
Georgia Institute of Technology
Harvard University
Johns Hopkins University
Loyola Marymount University
Massachusetts Institute of Technology
Princeton University
Syracuse University
University of California
University of North Carolina
University of Pennsylvania
University of Southern California
University of Texas Austin
University of Washington
Washington State University

Education is evolving at a fast pace and the technologies that support new pedagogies are evolving even quicker. We are working in every aspect of educational technologies and exploring opportunities for innovation.

Our work with colleges and universities includes strategic planning processes that address shifts in financial and operational goals, technology master plans that will provide a foundation for future growth, and evolving building technologies that include simulation suites, flexible classroom space, distance learning and the reinvention of libraries.

Our technology solutions support colleges and universities in their desire to spark imagination, create facilities that inspire cutting edge research, serve special needs, and validate institutional identity.

WHAT WE DO

Our broad-based experience with higher education clients and their facilities provides our clients with valuable insight into technology advancements, integration best practices, and how-to expertise to incorporate the right technologies into their educational facility more efficiently and cost-effectively.

Systems Design:
Planning and Programming • Architectural Design Support • Infrastructure Engineering • System Design & Specification • Construction Administration • Project Management • System Implementation Oversight
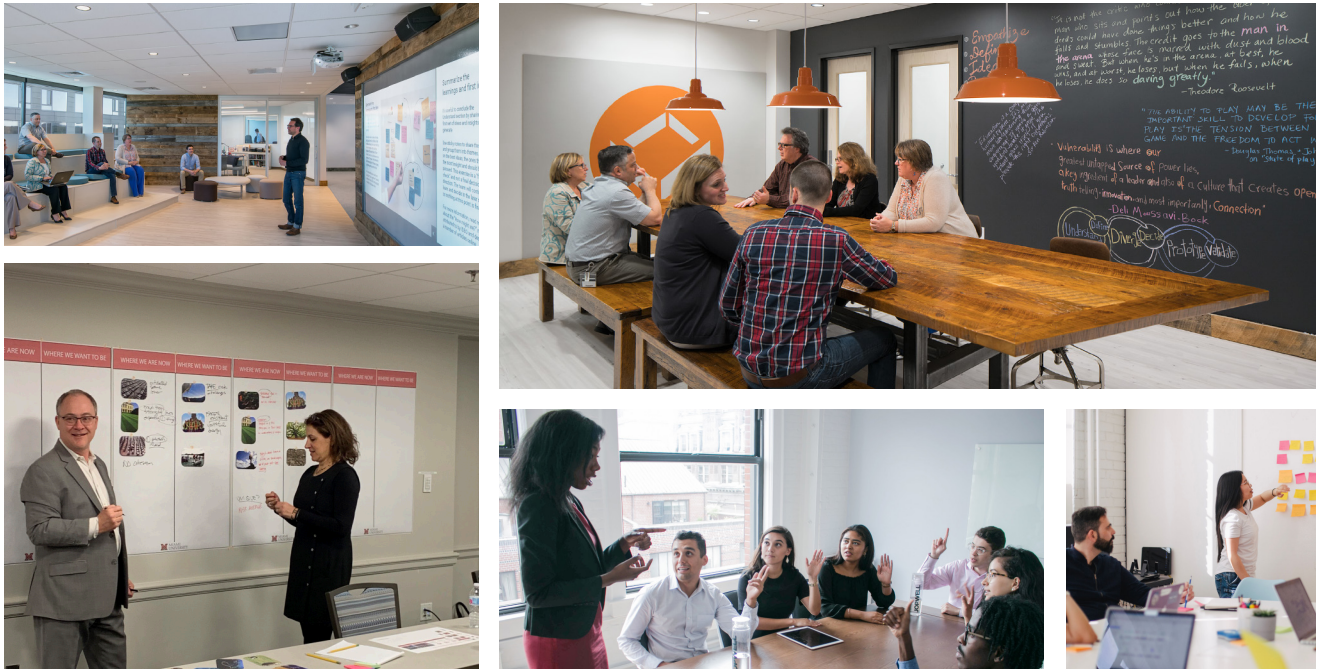
Strategic Planning:
IT Governance • Information Security • IT Infrastructure Master Planning • Classroom Technology Assessment • Technology Master Planning

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Strategic Consulting Services
Linking Strategy, Systems and Technology for Success

Vantage Strategic Planning and Technology Management practice consultants have a wide range of technology expertise. We are practitioners who understand organizational and technical issues. We specialize in providing IT strategic planning, information security, and technology operations expertise to successfully link strategy, systems, and infrastructure.

IT Strategy:
Organizational investment in IT and reliance on information systems has grown, and the need for reliable structures to support stakeholder involvement and sound decision-making is critical. Our IT Strategic Planning services include:
- IT Governance Design and Implementation
- IT Organizational Assessments
- IT Strategic Planning
- IT Service Delivery Assessments
- IT Service Catalog Creation
- Data Management and Governance Design and Implementation

Information Security:
Organizations often struggle with solving today's information security challenges in a way that minimizes organizational risk and pairs effective and efficient business processes with available resources. Our Information Security Services include:
- Information Security Program Design and Assessment Implementation
- Information Security Policy Process Design and Implementation
- Information Security Policy Writing
- Information Security Controls Assessment
- Insider Threat Program Design
- Incident Response Plan Design and Implementation
- Privacy Program Design and Implementation
- Physical Security Advisory and Consulting Services
- Physical Security Technology Design and Engineering Services

Technology Operations:
Resilient and reliable technology operations are key to organizational success, and often taken for granted. Our Technology Operations services include:
- Network Assessment and Design
- Unified Communications Design and Implementation
- Business Continuity and Disaster Recovery Plan Design and Implementation

Vantage Strategic Planning and Technology Management practice consultants are frequent writers and public speakers on IT strategic planning, information security, and technology management topics. We maintain the industry certifications most relevant for information technology professionals.

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Project Profiles

North Carolina A&T State University: Information Security Initiative
Greensboro, NC

North Carolina A&T State University (N.C. A&T) is a public, historically black, research university located in Greensboro, North Carolina. Established in 1891, the university has an enrollment of over 11,500 students in two professional colleges and seven schools.

N.C. A&T needed to develop a full scope information security program as part of an ITS revitalization initiative and in preparation for an upcoming state audit engagement.

Vantage worked closely with N.C. A&T to develop an information security program guided by higher education best practices and the requirements of the ISO 27002 information security framework, including scope to:

- Create an information security program charter
- Develop an information security governance structure
- Update and create policies, operational standards, and baseline procedures
- Complete information security maturity assessments for all applicable campus units
- Complete a campus IT risk assessment.
- Provide guidance in implementing a vulnerability scanning program
- Determine roadmap of prioritized improvements for information security plans
- Update and facilitate table-top exercise of enterprise-wide contingency plans for business continuity and disaster recovery

Services:
- Information Security Assessment
- IT Governance Formation
- Information Security Program Development

Expertise:
- Higher Education Information Security strategy and best practices
- ISO 27002 framework
- Research and regulatory compliance
- Information Security certifications
- Information Security audit preparation

Benefits:
- Defined a cohesive, unified approach to information security to meet ISO 27002 framework and other regulatory compliance programs
- Developed engaged governance groups to support annual plans and cycles of assessment to foster best practices and improve information security posture of the university
- Coordinated a risk-based, transparent, program of information security services to support faculty, staff and students

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University of Illinois Chicago: Network Strategic Plan
Chicago, IL

The University of Illinois Chicago (UIC) requires a world-class, agile and secure communications platform that will support both traditional and emerging IT services to meet the university's educational and research missions. Our project was to deliver a buildable design to transform and modernize their network with the following goals:

- Ensure clinical environments are reliable and secure
- Facilitate world-class research and education using the network as transport as well as to directly perform research and develop technologies on and with the network
- Enhance wireless as the primary consumer network for IT
- Support highly available critical academic, administrative, facilities and research systems
- Support and provide collaboration services
- Replace the phone system with a modern unified communications system
- Ensure tactical and long-term network agility to support dynamic IT needs and evolving technology trends
- Reduce deferred maintenance and technical debt moving to a supportable continuous improvement model with sustainable funding

After defining their high-level network vision, Vantage partnered with UIC's technical staff and provided expert guidance for the detailed design, costing and implementation strategies, including:

- Benchmark UIC IT versus its peer group
- Create a coherent design ready for implementation
- Integrate automation and orchestration
- Secure by design including role-based access controls, and compliance enclaves/ zones
- Support research including elephant flows
- Develop an accelerated deployment strategy to successfully modernize the entire enterprise network, Internet/WAN border and WiFi over an accelerated timeline
- Innovative ideas to improve operations and reduce costs
- Provide estimates of the life-cycle costs for selected options for capital costs of equipment and services, ongoing maintenance and operational costs and implementation costs
- Challenge assumptions and conventional wisdom in support of innovation, risk-informed objectives and stretch goals

Services:
- Infrastructure Design
- IT Costs + Financial
- Peer Review
- Strategic Planning
- Transition Planning
- Information Security

Technologies:
- IT Infrastructure
- IT Systems
- Network
- Automation/orchestration
- Wireless Network
- Unified Communications

Benefits:
- Realistic and implementable design for a best-in-class network
- Benchmark the existing network and future vision with peers
- Modernized network capable of meeting compliance objectives when competing for grants and research funding
- Continuous improvement plan ensuring the network will always be ready to enable the institutional mission

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Middlebury College: Information Security Assessment
Middlebury, VT

Located in Vermont's Champlain Valley, Middlebury College is a residential liberal arts college with over 3,000 undergraduate and graduate students.

Well known for its expertise in language instruction and global studies, and for the Middlebury Institute of International Studies at Monterey (CA), Middlebury is increasingly dependent on its information technology systems to deliver fast, reliable, and secure technology services to students, faculty, researchers, and staff around the world. Vantage was brought in to help Middlebury evolve its institutional information security program to better meet its growing technology and data security needs.

Vantage created and held two workshops to facilitate the development of a roadmap for Middlebury's information security program. In Phase 1, we worked with the leadership team to identify the unique risks and challenges that should be identified in the college's information security strategy. We also worked with the IT leadership team to discuss and document current information security strategy, services and operations, program management, policy, compliance, awareness activities, and to outline desired outcomes and success factors for the Middlebury information security program. Following the completion of the Phase 1 workshop, we assisted in developing an information security governance structure and preparing a charter for its information security program.

In Phase 2, we met with the IT team to conduct an information security controls assessment using the NIST Cybersecurity Framework. Our assessment evaluated the current maturity of the specified controls, Middlebury's future desired maturity for that control, and the potential risk of a control failure. Our assessment also included a review of the current information security policies and standards and advice for future improvement.

Our deliverables included all workshop facilitation materials, information security program documentation, and a phased roadmap outlining future information security program activities designed to reduce institutional risk. A key feature of this project was providing Middlebury with executive-ready presentations and briefings detailing workshop results and our recommendations.

Services:
- Information Security Charter and Governance Formation
- Information Security Program Strategy Assessment
- Information Security Controls Assessment

Expertise:
- Higher Education Information Security strategy and best practices
- College leadership, strategic planning and governance
- Information Security certifications

Benefits:
- Helped Middlebury leadership evolve to a more strategic and proactive approach to campus-wide information security
- Provided a roadmap and tools to prioritize operational activities to reduce institutional information security risk
- Highlighted the need for additional information security awareness training for all campus personnel

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Worcester State University: IT Organizational and Security Assessments
Worcester, MA

Founded in 1874 as a teacher-training school, Worcester State University (WSU) has grown to become a traditional liberal arts and sciences university with over 6,000 students. As part of a concerted effort to support increased technology needs, Vantage was asked to conduct a series of assessments and create a roadmap to best position WSU information technology services for the future.

Vantage worked with a core team to create and publish a transparent, accessible listing of applications and services for users. We analyzed data to understand support levels for academic, administrative, and student services, and to identify future opportunities for service portfolio management. Vantage conducted open forums to engage with campus members and solicit feedback on WSU's technology direction and support needs. Campus input was instrumental in creating an IT governance model with advisory committees designed for active participation.

Vantage used current and historical WSU budget data to create a long-range capital planning model that includes technology components, lifecycles, and refresh budgets for critical ITS Infrastructure. Vantage worked with the core project team to transform ITS budget data for submission to the EDUCAUSE Core Data Survey (CDS) and create a set of organizational assessment metrics. We also conducted a financial and staffing study that included peer assessment data, team organization, and service support levels to provide recommendations for organizational, staffing, and key financial investments.

Finally, Vantage met with campus and IT leadership to facilitate the development of a roadmap for Worcester State's information security program. We worked with the leadership team to identify the unique risks and challenges that should be identified in the college's information security strategy. We also worked with the IT leadership team to evaluate current services and operations, policy, compliance, and awareness activities to determine risk areas and outline desired outcomes for the information security program.

Our deliverables included all service, support, and financial data collection and modeling analysis, IT governance frameworks, workshop facilitation materials, and information security program roadmap activities designed to reduce institutional risk. A key feature of this project was working closely with campus leadership executive sponsors providing WSU with executive briefings detailing assessment results and our recommendations.

Services:
- Technology Service Catalog
- Information Technology Governance Model and Charters
- Financial and Organizational Assessments
- Information Security Program Assessment

Expertise:
- University and IT leadership, strategic planning, and IT governance expertise
- Organizational and financial analysis expertise including financial and staffing analysis, technology deferred maintenance, EDUCAUSE Core Data Survey, and peer assessments
- Higher education information security strategy and best practices

Benefits:
- Created a service catalog model that supports service portfolio management
- Created a model to support capital planning, provided staffing and key investment recommendations for critical technologies
- Developed an advisory committee model to support active campus involvement in technology services
- Provided information security strategic recommendations and roadmap to prioritize operational activities to reduce institutional information security risk

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Vantage
Team Resumes

Cathy Bates
Vice President

Cathy has 30 years of experience in higher education with a strong focus on strategic planning, information security and initiatives that transform academic, administrative and research capabilities. She has significant experience leading technology units in a constantly changing environment to meet new service demands in support of the institutional mission. She is adept at collaboratively developing strategic plans, governance, risk and compliance programs and project management frameworks.

Her expertise includes developing technology and information security roadmaps, planning and budgeting for infrastructure refresh cycles and large-scale campus administrative and academic technology projects. She has a history of inter-institutional collaborations at the state and national level, as well as leadership in organizations and programs that develop and showcase best practices in higher education.

Education
- MEd - Secondary Education, Leadership and Technology, Plymouth State University
- BS - Applied Computer Science (Summa Cum Laude), Plymouth State University
- Women's Management Institute, Higher Education Resource Center (HERS)

Professional History
- Vantage Technology Consulting Group
- Cathy Bates Consulting
- CIO, Appalachian State University
- CISO, University of Arizona
- Plymouth State University
- University of New Hampshire

Professional Affiliations
- EDUCAUSE, Former HEISC Co-Chair

Presentations and Publications
- Creating/Enhancing Your Campus Information Security Program, *EDUCAUSE Security Professionals Conference, 2018-2019*
- Disrupting Your Campus Information Security Program, *EDUCAUSE Security Matters Blog, June 2019*
- Crafting an Information Security Program Strategy, *EDUCAUSE Security Matters Blog*, 2018
- Take Charge of Your Online Reputation, *EDUCAUSE Review, October 2018*

Selected Project Experience

University of North Carolina System Office, Incident Response Plan, Chapel Hill, NC

Middlebury College, Information Security Assessments MIddlebury, VT

University of Pennsylvania, Information Security Awareness Philadelphia, PA

North Carolina State A&T University, Information Security Initiative, Greensboro, NC

Abilene Christian University, IT Assessment Governenace and Strategic Plan, Abilene, TX

Northern Arizona University, Information Technology Services Organizational Assessment, Flagstaff, AZ

Appalachian State University, Research Computing Policies and Data Governance, Boone, NC

Worcester State University, IT Organizational Assessments, Worcester, MA

Princeton University, Network Architecture Princeton, NJ

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Joanna Grama, JD, CISSP
Associate Vice President

Joanna has more than 20 years of experience with a strong focus in law, higher education, and information security. Joanna works with Vantage clients to examine and improve their technology governance, compliance, information security, and data privacy programs. Joanna's passion for designing effective, standards-based, and end-user focused organizational information security policy frameworks helps organizations successfully evolve their information security program risk and compliance functions.

A former member of the U.S. Department of Homeland Security's Data Privacy and Integrity Advisory Committee, Joanna is a frequent author and regular speaker on information security and privacy topics. The third edition of her textbook, LEGAL ISSUES IN INFORMATION SECURITY, will be published in 2021.

Education
- JD - University of Illinois Urbana-Champaign
- BA - University of Minnesota Twin Cities

Professional History
- Vantage Technology Consulting Group
- EDUCAUSE
- Purdue University
- Law Offices of Grama & Norton

Professional Affiliations
- Certified Information Systems Security Professional (CISSP), (ISC)2
- Certified in Risk and Information Systems Control (CRISC), ISACA
- Certified Information Privacy Technologist (CIPT), IAPP

Presentations and Publications
- Keynote, Promise or Peril: Big Questions about AI, *KINBERCON, 2019*
- Panelist, Adventures from the Field: Managing Compliance Successfully, *EDUCAUSE Annual Conference, 2018*
- Critically Important Cybersecurity and Data Protection Strategies for HR Professionals, *CUPA HR Annual Conference, 2018*
- Searching for a Smoking Gun, Chasing a Silver Bullet: Data Breaches in Higher Education *EDUCAUSE, 2017 (co-author)*
- Legal Issues in Information Security 3ed., *Jones and Bartlett Learning, 2021*

Selected Project Experience

Michigan State University, Information Security Review
East Lansing, MI

University of North Carolina System Office, Incident Response Plan, Chapel Hill, NC

University of Pennsylvania, Information Security Awareness
Philadelphia, PA

Middlebury College, Information Security Assessments
MIddlebury, VT

A.T. Still University, Privacy Program
Kirksville, MO

North Carolina State A&T University, Information Security Initiative, Greensboro, NC

University of North Carolina, Insider Threat Program
Chapel Hill, NC

Worcester State University, IT Organizational Assessments
Worcester, MA

California State University System Office, Information Security Policy Review, Long Beach, CA

Arcadia University, Data Governance and Policies
Glenside, PA

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Kim Lindros
Consultant

A content developer since 2003, Kim has focused on writing about security, technology and business. She spent nearly 10 years in tech support and was a network administrator before transitioning to technical writing. Kim has written numerous articles and blog posts, contributed to books on Windows technologies and applications, storage and IT certification, and developed over 200 eLearning courses. With a background in project management, she has also run large multifunction teams to produce books, online curricula and on-ground training classes.

Education
- BS - Biology, University of Minnesota-Twin Cities

Professional History
- Vantage Technology Consulting Group
- Gracie Ed
- Thomson NETg/LANWrights
- Horizon Environmental Services

Presentations and Publications
- Information Systems Security and Assurance (ISSA) textbooks and courses, *Jones & Bartlett Learning, 2010–2019*
- Business Intelligence eLearning Series, *Confidential Technology Company, 2019*
- Security Awareness eLearning Series, *Confidential Life Sciences Corporation, 2019*
- RedHat Cloud Strategy For Dummies, *Wiley, 2018*
- The Roadmap to IT Modernization, *Gov Loop Academy, 2017*
- Information Security Fundamentals course instructor materials, *National CyberWatch Center, 2015*

Selected Project Experience
Princeton University, Network Architecture
Princeton, NJ

University of Delaware, HIPAA Workshop
Newark, DE

University of Illinois - Chicago, Network Strategic Plan
Chicago, IL

North Carolina Agriculture and Technical State University Information Security Initiative, Greensboro, NC

Abilene Christian University, IT Assessment Governance and Strategic Plan, Abilene, TX

Allegheny College, Network Plan
Meadville, PA

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Matt Morton, CISSP, CISM
Senior Consultant

Matt Morton has more than 20 years of experience in IT with over half in management. With a strong focus on information security and IT management, organizational development and strategic technology architecture, Matt's hands-on management savvy, innovative strategic expertise has strong record of delivering the balance between security and value to organizations.

Most recently, Matt was the Executive Director and Chief Information Security Officer at the University of Nebraska. While there he facilitated the design and development of a new security organization serving all campuses.
Prior to that, Matt served as the Chief Information Security Officer and Assistant Chief Information Officer at the University of Nebraska at Omaha where he established the Information Security Department by utilizing existing resources and re-purposing staff from other IT support roles.

Education
- MA - Higher Education Administration, Upper Iowa University
- BS - Management Information Systems, University of Nebraska Omaha
- EDUCAUSE Leadership Institute

Professional History
- Vantage Technology Consulting Group
- CISO, University of Nebraska
- CISO & Asst. CIO, University of Nebraska Omaha
- Director of Information Services, Buena Vista University

Professional Registrations
- Healthcare Certified Information Systems Security Professional (HCISSP)
- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Certified in the Governance of Enterprise IT (CGEIT)

Professional Affiliations
- Board Member Nebraska CERT
- EDUCAUSE Security Professionals
- EDUCAUSE IT Governance Council
- ISC2
- ISACA

Presentations and Publications
- Understanding and Implementing IT Governance and Risk Management Programs *EDUCAUSE Annual Conference, 2016*

Selected Project Experience

Michigan State University, Information Security Review
East Lansing, MI

North Carolina Agriculture and Technical State University, Information Security Initiative, Greensboro, NC

California State University System, Policy Workshop
Long Beach, CA

A. T. Still University, Privacy Program
Kirksville, MO

Cornell University, Enhanced Network Security
Ithaca, NY

Allegheny College, Network Plan
Meadville, PA

University of Illinois - Chicago, Network Strategic Plan
Chicago, IL

University of North Carolina, System Office IT Governance
Chapel Hill, NC

Arcadia University, Data Governance and Policies
Glenside, PA

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Michael Niola, PSP, CTS
Associate Principal

Michael is a board-certified Physical Security Professional with over a decade of experience. Michael focuses on the holistic approach of security solutions that go beyond the built environment and accounts for the operations and mission of an organization. With a client-focused and operationally-centric approach, Michael delivers comprehensive programs and designs that complement the functions of a building and contribute to the client's goals. He assesses the entirety of an organization's security posture to ensure a safe and secure environment. From staffing, policies and procedures to systems and training, he delivers programs with a clear roadmap for implementation.

As a leader in Vantage's physical security practice, he facilitates workshops between stakeholders, IT, Security, and Police departments to create security policies and standards. He also conducts on-site surveys to identify and remedy security deficiencies.

Education
- BS - Computer Engineering, Manhattan College, School of Electrical and Computer Engineering

Professional History
- Vantage Technology Consulting Group
- Guidepost Solutions
- Syska Hennessy Group

Professional Registrations
- ASIS International Physical Security Professional (PSP)
- Certified Technology Specialist (CTS)
- Crime Prevention Through Environmental Design (CPTED) Certification

Professional Affiliations
- The Audiovisual and Integrated Experience Association (AVIXA)
- Society of Hispanic Professional Engineers (SHPE)
- Building Industry Consulting Service International (BICSI)
- Institute of Electrical and Electronics Engineers (IEEE)
- Architect Construction Engineering (ACE) Mentor Program

Selected Project Experience

MiraCosta Community College District, Ongoing Facility Contract for Technology Advisory Role & Stakeholder Visioning, Oceanside, CA

MiraCosta Community College District, Video Surveillance Strategy Workshops and Policy Development, Oceanside, CA

Kern Community College District, Districtwide Access Control, Bakersfield, CA

Rancho Santiago Community College District, Districtwide Access Control, Santa Ana, CA

Santa Monica Malibu Unified School District, Districtwide Video Surveillance System Standards, Santa Monica, CA

Santa Monica Malibu Unified School District, Access Control Pilot Project, Santa Monica, CA

Solano Community College, Technology Master Plan Fairfield, CA

County of San Bernardino, Security Standards and Policies San Bernardino, CA

County of San Bernardino, Security Training Development San Bernardino, CA

Department of Veterans Affairs, Campus Site Security, Temple , TX

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Valerie Vogel
Strategic Consultant

Valerie has more than 20 years of experience in higher education information security, focusing on program development and management, information security training and awareness programs, and community building activities.

Prior to joining Vantage, Valerie was the Senior Manager of the Cybersecurity Program at EDUCAUSE. In that role, she spearheaded the association's annual Security Professionals Conference, the Campus Security Awareness Campaign, and served as the managing editor of the EDUCAUSE REVIEW Security Matters blog column. Valerie also facilitated several complex program initiatives while at EDUCAUSE, seamlessly connecting the activities of internal teams and external community groups.

Education
- BS - Psychology, James Madison University

Professional History
- Vantage Technology Consulting Group
- EDUCAUSE
- SAIC
- Fairfax County Government

Presentations and Publications
- Take Ownership of Your Privacy, *EDUCAUSE Review, 2020*
- The Yin and Yang of Security and Privacy, *EDUCAUSE Review, 2019*
- Combating Security Uncertainty with Information Security Awareness, *EDUCAUSE Review, 2017*
- Technology in Higher Education: Information Security Leadership *EDUCAUSE Working Group publication, 2016*

Selected Project Experience

EDUCAUSE, Annual Campus Security Awareness Campaign
Louisville, CO

EDUCAUSE, Annual Security Professionals Conference
Louisville, CO

EDUCAUSE, Information Security Guide: Effective Practices and Solutions for Higher Education, Louisville, CO

EDUCAUSE, Review Security Matters Blog Column
Louisville, CO

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Jon Young, GSLC
Associate Vice President

Jon has over 20 years of experience leading a variety of IT departments through change. He is platform agnostic, building teams, systems and networks with a risk-informed approach to security, reliability, disaster recovery and scalability.

Focusing on the higher education and healthcare markets, Jon manages projects in our strategic consulting service and contributes to our firm's thought leadership in: Information security, privacy, and data governance; IT governance and policy development; IT risk management, compliance, disaster recovery and business continuity; Network design and architecture; Organizational dynamics and transformation; Funding models for campus IT

He has also worked with many educational clients, focusing on repairing dysfunctional organizations, upgrading outdated networks, and addressing security issues.

Education
- Nuclear Engineering - University of Florida, Gainesville

Professional History
- Vantage Technology Consulting Group
- Network Plumbers, Inc.
- Voice Signal Technologies, Inc.
- Taos Mountain
- University of Florida

Professional Affiliations
- Advanced Computing Systems Association (USENIX)
- SANS Global Information Assurance Certification in Security Leadership (GIAC GSLC)
- SANS GIAC Advisory Board Member
- EDUCAUSE
- INFRAGARD

Presentations and Publications
- *Creating/Enhancing Your Campus Information Security Program,* EDUCAUSE Security Professionals Conference, 2018
- *Crafting an Information Security Program Strategy,* EDUCAUSE Review, 2018
- *Cooking Switches to Brew a New Data Center,* ACUTA Conference, 2016
- *The RFP-How to Write One, Get a Fair Price, and Protect Your Organization,* ACUTA Conference 2015 and 2016

Selected Project Experience

North Carolina State A&T University, Information Security Program Development, Greensboro, NC

University of Pennsylvania, Information Security Training Research, Philadelphia, PA

Princeton University, Network Modernization Project, Princeton, NY

Appalachian State University, Data Center Design: Boone, NC

Norwich University, Academic Technology Strategic Plan Northfield, VT

College of Southern Maryland, Technology Infrastructure Update, La Plata, MD

United Nations, General Assembly New York, NY

Franklin and Marshall College, Unified Communications Assessment, Lancaster, PA

North Dakota University System, IT Infrastructure System-Wide Master Plan, Bismarck, ND

Thornton Tomasetti, Technology Review New York, NY

VANTAGE Technology Consulting Group

Vantage IT Strategic Consulting Service Catalog

STRATEGIC CONSULTING SERVICES CATALOG

This document provides an overview of the strategic consulting services offered by Vantage Technology Consulting Group. The high-level services outlined in this document provide a starting point for discussions about potential projects—we work hard to customize our projects and deliverables for your unique needs.

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Los Angeles ● Boston ● New York ● San Francisco

https://www.vantagecg.com/

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VANTAGE
Technology Consulting Group

Vantage Technology Consulting Group (Vantage) is an independent technology consulting firm with offices in Boston, Los Angeles, New York, and San Francisco. Formed in 2001, we are a community of thinkers and doers who apply our technology knowledge to problem-solving. We want to make a difference in the world by helping our clients tackle their toughest problems—from pulling together technology that saves lives in tomorrow's hospitals to helping colleges and universities innovate for tomorrow's learners. Communicating effectively and thinking creatively are a key part of what we do and value in our work.

As a firm, we provide a broad spectrum of interrelated information technology (IT) consulting services ranging from visioning and strategic planning to design and commissioning. We have nationally recognized clients in education, healthcare, public sector, and corporate markets. Our experience in system design and strategic technology consulting successfully links strategy, systems, and infrastructure.

Our Strategic Planning and Technology Management practice consultants have a wide range of expertise. We are past practitioners from the higher education and private sectors who understand institutional issues as well as technology issues. In addition to comprehensive strategic technology planning services, we also offer expert consulting in IT governance; information security; business continuity planning, disaster avoidance, and recovery planning; organizational development and transition planning; and financial modeling and assessments.

Learn about our strategic planning and technology management services.

View our higher education project profiles.

VANTAGE THOUGHT LEADERSHIP

Data Privacy Day 2021: IoT Devices—Own Your Privacy (January 2021)

After Action Review for IT Contingency Planning in Unprecedented Times (June 2020)

Demystifying Phone and Unified Communications (May 2020)

Disrupting Your Campus Information Security Program (June 2019)

What Activates Learning—Technology or Space (February 2019)

Developing and Implementing IT Governance for Higher Education (June 2018)

Modernize Your IT Asset Inventory to Provide Greater Value (September 2018)

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Having a work plan to steer you through the process of planning, designing, checking, and implementing IT Governance function for your organization will keep you on track and make sure you did not leave out any important information.

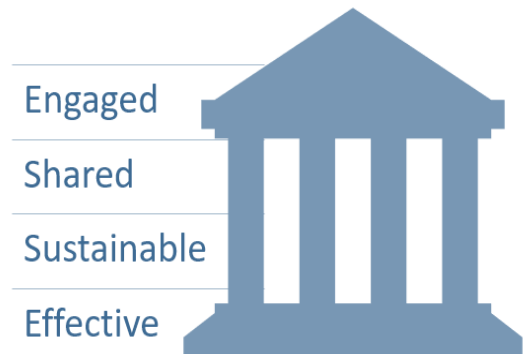Developing and Implementing IT Governance for Higher Education

IT GOVERNANCE DESIGN AND IMPLEMENTATION (INSTITUTION OR SYSTEM LEVEL)

Higher education institutional investment in IT and reliance on information systems has grown, and the need for reliable structures to support stakeholder involvement and sound decision-making is critical. An IT governance program helps provide the framework for the effective and efficient use of IT investments to support the institutional mission.

Engaged

Shared

Sustainable

Effective

We offer several services to help you get your IT governance program started, from facilitating design workshops to helping you implement your IT governance structure. We can even assist you with initial meetings to get processes off to a good start!

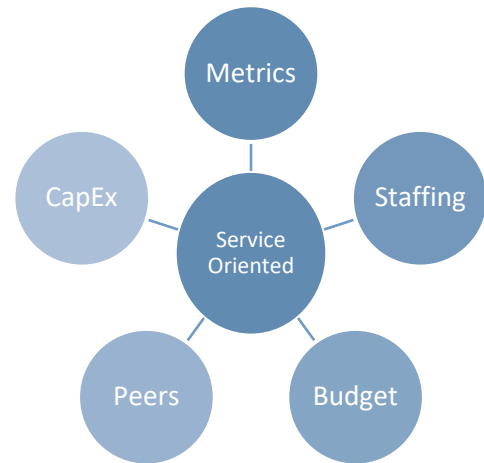The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
IT Governance Workshop	Conduct an IT governance workshop to determine a governance model for information technology services. Workshop goals include a draft set of working principles for active and engaged governance, a streamlined governance model, committee charge, and responsibilities for governing services.	Active and engaged governance to shape technology direction and support
Open Forum	Conduct an open forum to gather campus input on draft governance processes committee roles.	Shared governance, campus input, and buy-in
IT Governance Design	Complete governance design, charters, and membership rosters	Sustainable framework for governance
IT Governance Implementation	Assist with committee formation and initial meetings	Governance program kick-off support

IT ORGANIZATIONAL ASSESSMENTS

Benchmarking your IT organization's operations against peers is a common practice across industries. Understanding how your institution compares to your peers can help you assess and improve your technology performance and create a strategy that highlights your unique culture and services.

We analyze your financial, staffing, and service organization for potential improvements and opportunities. We use this analysis to create a prioritized roadmap to assist your institution in effectively and efficiently meeting its future technology needs.

The following table provides a brief overview of our services and benefits
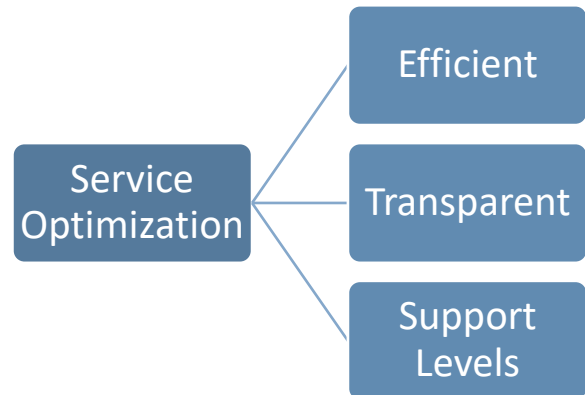
Service	Description	Benefit
Core Data Service Submission Support	For those institutions that participate in the EDUCAUSE Core Data Service (CDS), transform institutional budget data based on the EDUCAUSE CDS model and prepare data for submission to CDS.	Standardized view of budget data for institutional trending and peer comparison
Infrastructure Refresh Budget	Identify technology components, lifecycles, and refresh budgets for technology services infrastructure.	Capital planning and sustainable budget for critical technologies
Metrics and Peer Analysis	Create a set of financial assessment metrics and conduct a peer analysis with other participating peers.	Ongoing and relevant comparison data for technology budget levels
Organizational Structure Assessment	Analyze the technology services organizational structure and make appropriate recommendations for a service-oriented organizational structure.	Service-oriented organizational structure to efficiently support services
Long-term Roadmap	Create a prioritized roadmap to best position technology services to effectively and efficiently meet future technology needs at your institution.	Ability to position technology services to effectively and efficiently meet future technology needs

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IT SERVICE DELIVERY: SERVICE CATALOG CREATION

Successful delivery of IT services is an institutional issue, as IT services are used to support institutional teaching, research, and outreach missions, as well as the business of running a modern-day university. Implementing a service catalog can be a transformative service delivery step—helping move institutional IT units from a technology components organization to a service-oriented organization that facilitates institutional outcomes.

Through a service catalog creation project, we can help you better understand how IT services are delivered at your institution. Our process includes assessing IT services and service support levels, designing a service catalog structure, and soliciting campus feedback.

Service Optimization → Efficient, Transparent, Support Levels

The following table provides a brief overview of our services and benefits.

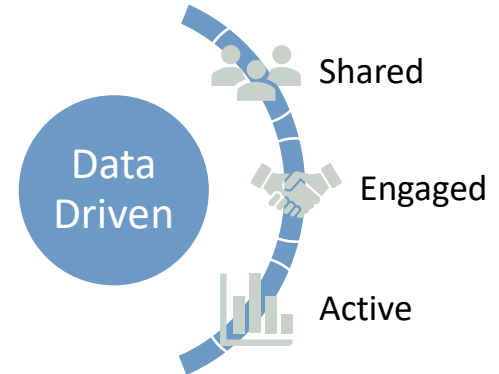| Service	Description	Benefit
Inventory Applications and Services	Create a campus-wide catalog of applications, including description, eligibility, owner, support information, percentage FTE supporting each application, cost (if available from campus budgets), and other attributes agreed upon to create a campus-wide listing of applications and services.	Understanding of services and applications available across the university
Service Catalog	Create a database, determine service categories, and electronically publish the IT Service Catalog.	Transparent, accessible listing of applications and services for users
Support Analysis	Provide an organizational view of services and service support levels at the institution, including recommendations to strengthen support and eliminate duplicate applications and services.	Understanding of current support levels for services

DATA MANAGEMENT AND GOVERNANCE

Organizations are drowning in data and the need to organize and make sense of that data is more important than ever. Well-planned data governance ensures that data are adequately protected and are available to stakeholders when needed for decision-making.

We can help you tackle data management and governance at your organization. From designing data governance programs to socializing those concepts across the organization, we can help ensure that your data governance and decision-making activities sit on a solid foundation.

The following table provides a brief overview of our services and benefits.

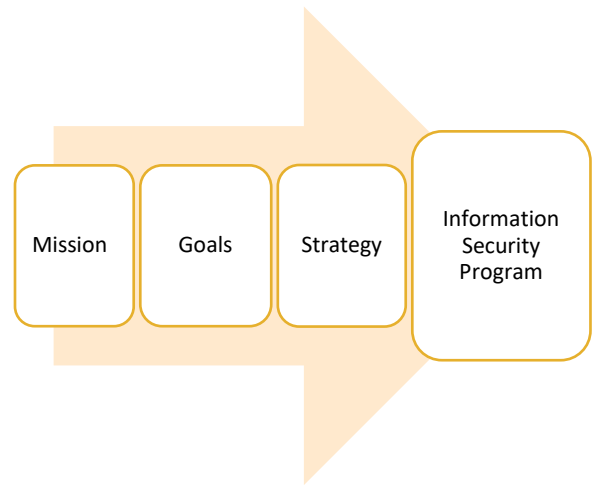| Service	Description	Benefit
Data Governance Workshop	Conduct a data governance workshop to determine a data governance model. Workshop goals include a draft set of working principles for active and engaged governance, a streamlined governance model, committee charge, and responsibilities for governing services.	Active and engaged governance to shape data management and data-driven decision making.
Open Forum	Conduct an open forum to gather campus input on draft data governance processes committee roles.	Shared governance, input, and buy-in
Data Governance Design	Complete data governance design, charters, and membership rosters	Sustainable framework for governance and decision-making
Data Governance Implementation	Assist with committee formation and initial meetings	Governance program kick-off support

WHILE EXTERNAL THREATS OFTEN GRAB THE HEADLINES, INSIDER THREATS CAN BE JUST AS HARMFUL TO AN INSTITUTION'S RESOURCES AND REPUTATION. CAMPUS PROGRAMS ARE A STRONG STEP FORWARD THAT HELP IDENTIFY AND MITIGATE THE HIGHER EDUCATION INSIDER THREAT.

Confronting the Insider Threat Higher Education

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INFORMATION SECURITY PROGRAM DESIGN (INSTITUTION OR SYSTEM LEVEL)

Campuses continue to struggle with solving today's information security challenges in a way that minimizes institutional risk and provides effective and efficient institutional business processes with available resources.

Vantage will work with you to design and implement an information security program that addresses institutional risk. We offer several different services from strategic planning workshops that identify institutional risk and information security program strategic objectives, to assessing how extensively information security program elements are deployed across the institution.
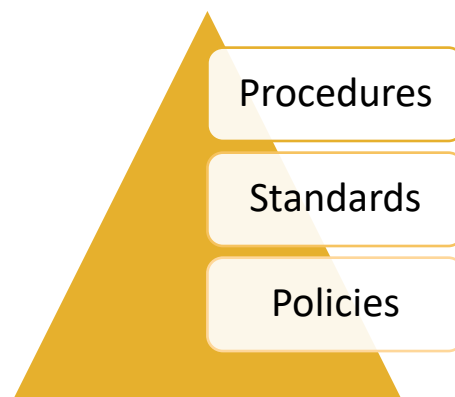
Mission → Goals → Strategy → Information Security Program

The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Information Security Program Design	Meet with institutional leadership to determine dependency on technology and note leadership risk views; complete information security program design, strategic objectives, and principles; review of security frameworks	Active and engaged governance to identify and mitigate institutional information security risks
Program Deployment Assessment	Conduct a gap analysis and assessment for the information security program to set current and desired deployment levels for information security services.	Defined metrics and roadmap for information security services
Recommendations and Roadmap	Create a multi-year roadmap to improve the institution's information security program	Roadmap of projects to improve institutional information security posture

INFORMATION SECURITY POLICIES PROCESSES DESIGN AND WRITING SERVICES

The purpose of institutional information security policies is to document an institution's commitment to information security.

Vantage offers a phased approach to providing information security policy services depending on your needs. We offer an exploratory workshop to understand and improve your institution's information security policy process followed by a review of your current information security policies and standards for completeness using your chosen security framework. Finally, we can assist you in creating new and revising current information security policies.
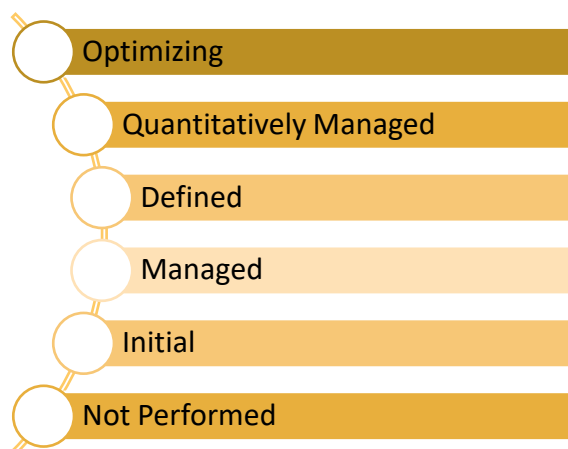
Procedures

Standards

Policies

The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Exploratory Workshop	Conduct a one-day workshop to gain an understanding of the current information security policy process, risks, and major institutional drivers around policy development, identify critical path prerequisites, and build consensus around next steps for process improvement.	Shared understanding of the current state and desired process improvements
Policy and Standards Review	Following the institutional policy process, review current information security policies and standards for completeness, using the chosen framework, review compliance obligations, and provide recommendations for any gaps.	Alignment with framework and compliance obligations
Policy Drafting	Following the institutional policy process, develop clear and easy-to-understand, framework-based information security policy documents to help institutional members understand information security requirements.	Well-written policy documents to communicate infosec responsibilities

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INFORMATION SECURITY CONTROLS ASSESSMENT (INSTITUTION OR SYSTEM LEVEL)

Information security programs traditionally include a concept of continuous improvement—moving from one maturity state to another to reduce institutional risk. Regular assessment of program maturity state creates a roadmap for future progress.

We can help you assess the current maturity of your information security program using the controls framework of your choice. Our services include policies and standards review, a controls maturity assessment and creating a roadmap to improve your security operations and compliance posture.
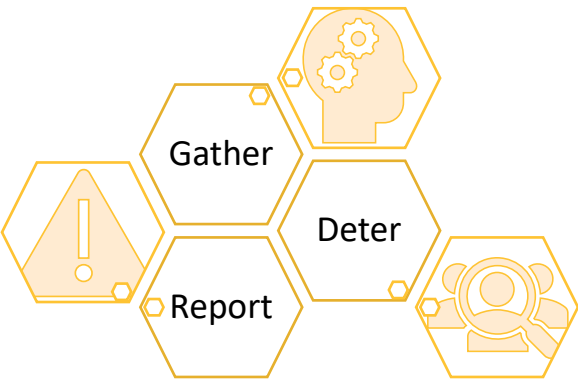
Optimizing

Quantitatively Managed

Defined

Managed

Initial

Not Performed

The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Policy and Standards Review	Review current information security policies and standards for completeness using NIST or ISO framework and compliance obligations and provide recommendations for any gaps.	Alignment with information security framework and compliance obligations
Information Security Controls Assessment	Assess information security controls to determine current compliance and security posture and end-state compliance and security posture.	Defined metrics and roadmap of tasks and projects to improve security posture
Recommendations and Roadmap	Create a multi-year roadmap to improve security operations and compliance.	Roadmap of projects to improve information security posture

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INSIDER THREAT PROGRAM DESIGN

Higher education institutions that possess a Facility Clearance (FCL) are required to form an insider threat program that will gather, integrate, and report relevant and available information indicative of a potential or actual insider threat to prevent harm to the United States.

Vantage will work with your institution to create an institutional insider threat program that is consistent with Executive Order 13587 and the National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Programs. Our services include designing the program structure and creating policies and training documentation.

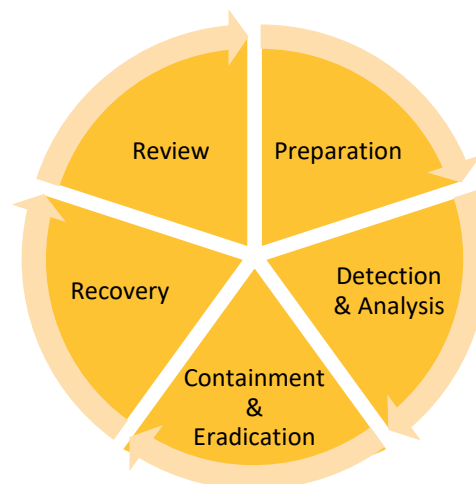The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Insider Threat Program Policy and Planning Documents	Complete Insider Threat Program policy documentation, and finalize the program plan, including governance charters, basic procedures, and membership rosters	Sustainable framework for the ongoing Insider Threat Program
Insider Threat Training	Develop a training packet that walks the viewer through insider threat compliance requirements and provides samples of campus insider threat considerations, and other security and privacy considerations when handling sensitive (but not classified) data at higher education institutions.	Ensures familiarity with Insider Threat Program plan, processes, procedures, and red flags.
Insider Threat Recommendations and Roadmap	Create a prioritized roadmap outlining additional activities for the institutional Insider Threat Program to scale for future needs.	Defined metrics and roadmap of tasks and projects to improve the Insider Threat Program

INFORMATION SECURITY INCIDENT RESPONSE PLAN

Information security incident response (IR) plans are created to help organizations respond to incidents that impact the confidentiality, availability, and integrity of an organization's IT systems and data.

We can work with your institution to establish a flexible information security IR plan that reflects industry best practices, includes roles for technical specialists, and information security, IT, and institutional executive leadership, and considers breach notification practices.

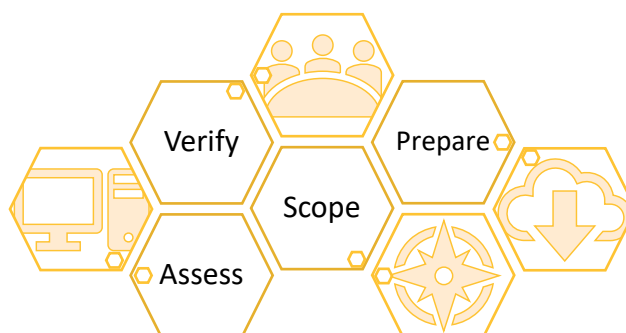The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Incident Response Team Definition and Charter	Determine potential IR team members based on incident response skills areas. Outline team objectives and responsibilities, resources, and support.	Shared governance and buy-in.
Incident Response Plan and Process Flow	Determine institutional incident definitions and notification processes, scoping and categorization, and communications protocols. Develop breach determination processes. Create necessary documentation to support the entire IR process from detection to recovery.	Sustainable framework and processes for incident response
Procedures and Decision Flow for Executive Leadership	Create an executive security review team and decision flow chart for executive review of information security incidents, particularly those incidents that require a breach determination. Identify and document executive security review team members and management.	Clear processes for executive role and leadership
Notification Templates	Create internal and external facing breach notification templates.	*Just-in-time* templates for urgent situations
Tabletop Exercise	A facilitated discussion that walks through a sample incident with institutional leadership and IT responders	Ensures familiarity with IR plan processes and procedures; identifies potential planning gaps

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IT AUDIT PREPARATION

Today's compliance landscape routinely requires that information systems be audited for proper operation and satisfaction of information security and privacy control requirements. Successful IT audits don't magically happen, they are the result of careful preparation.

We offer several IT audit services to provide you with technology audit advice, and plans to prepare, pretest, and validate technology processes.

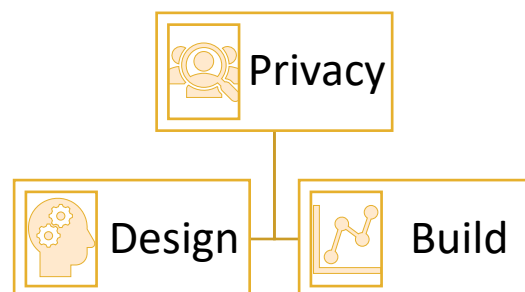The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Audit Engagement Organization	Address best practices for setting up secure and appropriate levels of auditor access, determining scope, organizing staff, and demonstrating compliance	Ensure effective relationships during audit work
Policies and Standards Review	Address best practices for ensuring a suite of policies and standards that are aligned to the stated framework	Provide basis for audit against framework
Inventory and Data Classification	Address best practices for inventory management for physical, software and data assets.	Pre-audit validation and quality assurance
Access Control	Address best practices for physical and logical access control, role documentation, identity management, access provisioning lifecycle management, and workflow	Pre-audit validation and quality assurance
Change Control	Address best practices for change control procedures and workflow, change control board and risk assessment, change migration documentation	Pre-audit validation and quality assurance
Infrastructure Controls	Address best practices for system administration, server configuration, log management, network controls and monitoring, code repository, application vulnerability scanning, disaster recovery	Pre-audit validation and quality assurance

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PRIVACY PROGRAM DESIGN AND IMPLEMENTATION

In 2019, privacy was listed on the EDUCAUSE Top 10 IT Issues list, indicating that safeguarding privacy rights has truly become a mainstream higher education issue. An institutional privacy program helps provide the framework for addressing institutional privacy issues in a way that supports the institutional mission and protects the privacy of campus constituents.

We offer several different service activities to help you get your privacy program started, from facilitating design workshops to helping you implement your privacy program structure.

The following table provides a brief overview of these services and benefits.

Service	Description	Benefit
Privacy Workshop	Conduct a privacy workshop to determine a governance model for privacy program activities. Workshop goals include a draft set of working privacy principles and a streamlined program model.	Active and engaged commitment to institutional privacy practices
Open Forum	Conduct an open forum to gather campus input on draft privacy program.	Shared governance of privacy program, campus input, and buy-in
Privacy Program Design & Implementation	Complete privacy program design, charters, and membership rosters; assist with program formation and initial meetings.	Sustainable framework for privacy program activities
Recommendations & Roadmap	Create a multi-year roadmap to guide future privacy program activities.	Roadmap of projects to improve institutional privacy efforts

THE LATEST TREND AND ONE THAT IS RAPIDLY GAINING STEAM IN HIGHER EDUCATION IS TO MANAGE ALL AV DEVICES OVER THE DATA NETWORK. THIS APPROACH IS REFERRED TO AS AV OVER IP (AVOIP OR AV/IP) AND STANDS FOR "AUDIO-VISUAL OVER INTERNET PROTOCOL." FOR NEW INSTALLATIONS, THE COST SAVINGS OF USING AVOIP COMPARED TO A TRADITIONAL POINT-TO-POINT APPROACH CAN BE SIGNIFICANT.

5 Reasons Why AV Over IP Makes Sense for Higher Ed

BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN DESIGN (CONTINGENCY PLANNING)

Business Continuity and Disaster Recovery plans are designed to ensure an institution's long term and enduring IT operations. In today's always-on service delivery environment, contingency plans are critical.

Vantage will work with you to assess, implement, and test information technology business continuity and disaster recovery plans. Our services include a business impact analysis to prioritize those IT services that must be restored immediately in an emergency and identify recovery strategies for IT services.

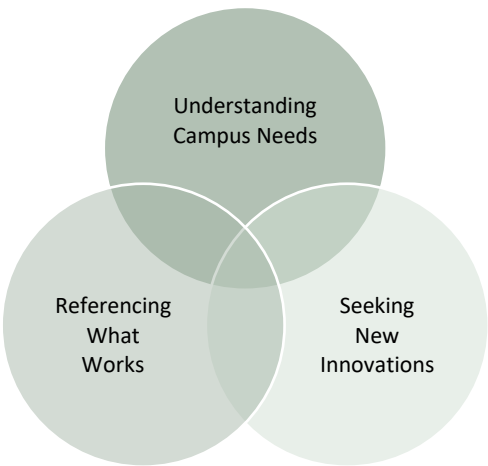The following table provides a brief overview of our services and benefits.
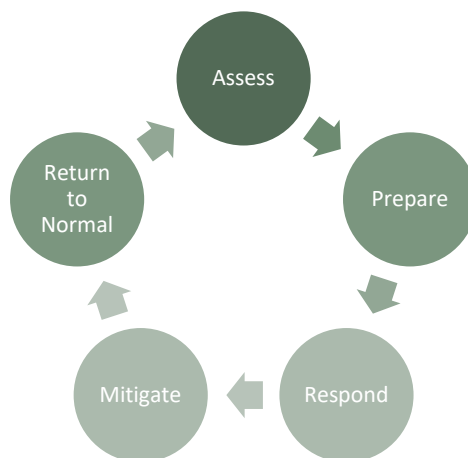
Service	Description	Benefit
Open Forum	Conduct an open forum to gather stakeholder input on critical IT services	Campus input and buy-in, understand stakeholder business needs for IT operations
Business Impact Analysis	Identify critical IT functions and prioritize those functions that must be restored to ensure institutional operations.	Establishes campus IT service restoration priorities
Contingency Plan Design	Complete contingency plan design, charters, basic procedures, and membership rosters	Sustainable framework for contingency plan response and recovery
Tabletop Exercise	A facilitated discussion that walks through a sample event with institutional leadership and IT responders	Ensures familiarity with contingency plan processes and procedures; identifies potential planning gaps

NETWORK DESIGN

Today's colleges and universities must be supported by high performance, reliable, and resilient data networks to meet their teaching, learning, and research missions. However, many campuses have an aging network infrastructure.

We offer visioning and design services to help your institution ensure high performance, reliable, and resilient campus data networks.

The following table provides a brief overview of our services and benefits.

Understanding Campus Needs

Referencing What Works

Seeking New Innovations

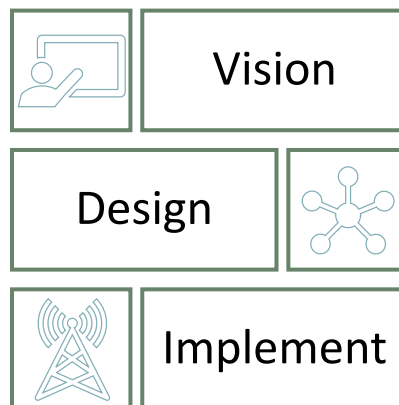| Service	Description	Benefit
Current State Assessment	Conduct workshops to gain an understanding of the current architecture and topology, major elements, lifecycle, vendors, security architecture, cost, management approach, state of documentation, current objectives, strengths and weaknesses of current architecture	Shared understanding of the current state and areas for improvement
Visioning and Design Concepts	Conduct collaborative workshops with executives, technical teams, and campus stakeholders to determine optimal strategic and technical goals. Push boundaries of budget, resource, institutional, and technical constraints to create innovative design concepts that support the institution.	Establish a shared vision for the future network design
Design Meetings	Use the vision as a guidepost to create options for the architecture, that includes topology, design elements. Determine critical design areas that require further team investigation.	Design Architecture with actionable next steps
Roadmap & Plan	Collaborate with project team and vendors to create a practical roadmap to achieve the new architecture.	A year-by-year plan with budgetary estimates
Single & Multi-Vendor Review	Review the vendor approach based on the proposed architecture	Objective analysis to support forward path

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UNIFIED COMMUNICATIONS DESIGN AND IMPLEMENTATION

Unified Communications (UC) technology has evolved considerably from the traditional voice PBX. Today UC is an interrelated suite of services designed to improve internal and external communications, enhance productivity, and increase efficiency.

Vantage offers a phased approach to providing UC services depending on whether you are just beginning to consider replacing your legacy voice system with UC or ready to fully transition to UC services. We also offer guidance during the procurement and implementation process.

The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Exploratory Workshop	Workshop to gain an understanding of your current telecommunications, risks, and major institutional drivers towards UC, identify critical path prerequisites and build consensus on next steps.	Shared understanding of the current state and next steps
Current State Assessment and Design Concepts	Conduct collaborative workshops with executives, technical teams, and campus stakeholders to determine optimal UC strategic and technical goals. Understand and overcome budget, resource, cultural, and technical constraints to create an innovative campus UC design that best supports the institutional mission and strategic objectives.	Establish a shared vision for the future UC design and a roadmap for success
Procurement Support	Develop performance specification RFP(s), including any required institutional boilerplate. Work with campus procurement partners through full procurement process steps of Q&A, bid review, finalist presentations, award, and support contract negotiations.	Procurement of the UC system and professional services to meet design goals
Implementation Oversight	Provide expertise and oversight to ensure the implementation aligns with design objectives and contract terms. Determine and oversee any necessary change orders. Review deliverables, documentation, and participate in acceptance testing.	Navigate the UC implementation, resulting in valuable integrated systems, on budget and on time.

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THE BEST WAY TO ADAPT TO THE PACE OF INNOVATION IN THIS NEW ECOSYSTEM OF LEARNING IS TO ADOPT A STATE OF PERPETUAL BETA WHERE EVERYONE MUST LEARN TO DESIGN, TEST, LEARN, AND ITERATE. THE ECOSYSTEM OF LEARNING WILL ALSO TAKE BOTH NEW SPACE AND NEW APPROACHES WHICH INVOLVES SOME THINGS YOU CAN SOLVE BY DESIGNING AND OTHER THINGS YOU SOLVE BY DOING.
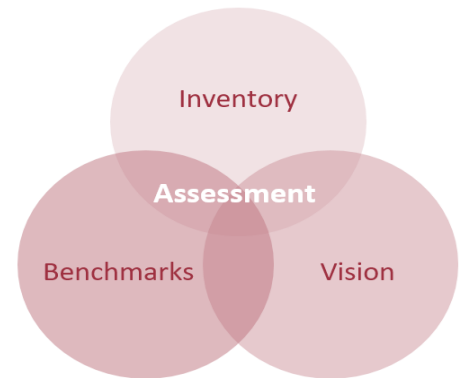
What Activates Learning – Technology or Space?

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TEACHING AND LEARNING TECHNOLOGY ASSESSMENT AND VISIONING

Addressing the condition of learning technologies and facilitating collaboration to explore changing pedagogy and student dynamics is an important part of institutional strategy.

Through our learning technology assessment and visioning services, Vantage can help you assess the state of technology in your learning spaces and develop a current classroom technology design standard. Our expertise supports real-world experience, higher-order learning, physical and digital immersion, and advanced communication skills.
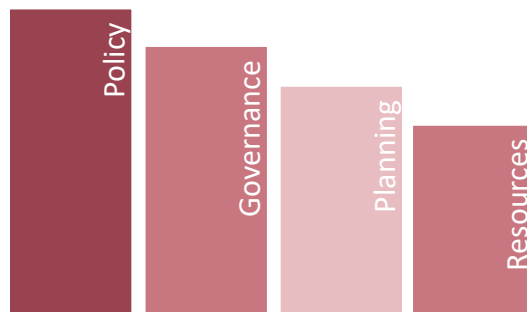
The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Inventory & Survey of Current Conditions	Assess the current condition of technology in learning spaces	Campus-wide ranking and prioritization of technology assets
Visioning & Needs Analysis	Utilize Open Forums, Surveys and Stakeholder meetings to solicit the current needs of the institution and anticipate pedagogical shifts that may impact emerging and future classroom needs	Vision for how technology will be used for teaching and learning
Peer Analysis	Determine peers, develop surveys, conduct interviews and utilize data to contextualize and support findings for all levels of leadership	Qualitative and quantitative benchmarking with peers
Faculty Support	Work with Teaching and Learning Center, Library, and ITS, and Facilities to determine faculty support needed for faculty to take advantage of new classroom designs and technology.	Preparing faculty to utilize new technologies and learning spaces
Standards & Master Planning	Develop/revise Classroom Technology Design Standards. Design Prototype Rooms, prioritization for masterplan. Identify opportunities for innovation and/or points of distinction and places for growth on campus.	Maintain healthy technology operations, governance, and resources in the future

RESEARCH COMPUTING PROGRAM DESIGN

Demonstrating institutional research readiness can facilitate your institution's ability to get grants, effectively and efficiently support researchers, and secure and maintain research data.

We offer several different service activities to help you get your research computing program off to a good start from implementing a governance structure to designing enclaves for research environments.

The following table provides a brief overview of our services and benefits.

Service	Description	Benefit
Data Management Action Plan	Creation of policies and standards. Action plan for resources, including archival storage	Protection of critical institutional assets
Research Technology Governance	Assess and address any gaps in governance for research technology services to improve planning and prioritization of research services and support.	Engaged and sustainable framework for governance
Research Technical Support	Determine types of technology support (development, system administration, database, statistical) most in demand to support the ability for PIs to obtain and manage grant activities.	Effective use of resources to provide technical research support.
Compliance Technology Zones	Design compliance zones or enclaves for compute and storage based on regulatory compliance obligations to effectively align and scale compute resources by grant agency types.	Institutional readiness and competitiveness to meet grant requirements
Cross-institutional collaboration	Determine needs for research DMZ, identity management/federation, policies, network transport, and cost recovery to support and advance inter-institutional collaboration	Better positioning to win grants and efficiently manage research

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RESEARCH COMPUTING – TECHNOLOGY ENVIRONMENT ASSESSMENT

Continuous improvement is a "must" for institutions that participate in the highly competitive research computing landscape. Even mature research computing programs aligned with institutional research objectives.

Vantage offers services to help you better understand and evolve your research computing capabilities, including assessments of research IT service offerings, high-performance computing (HPC) environments, and adherence to compliance obligations that impact grant requirements.

The following table provides a brief overview of our services and benefits.
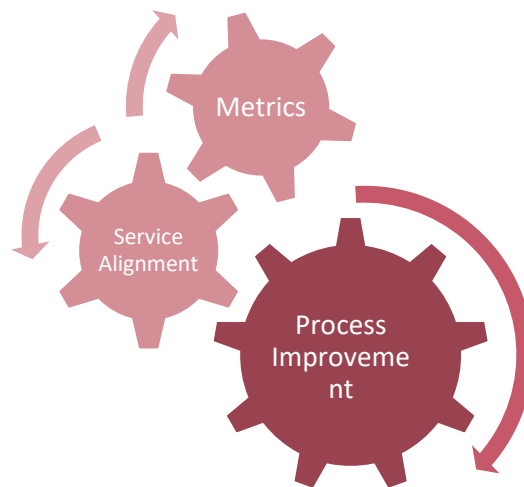
Service	Description	Benefit
Assessment of Research Computing	Review current state, needs, and effectiveness of research computing technology service catalog	Services aligned with forward-looking demand
Compliance Review	Map research contracts to compliance obligations to determine scope and breadth of technology and security requirements for research	Framework for meeting compliance obligations
HPC Assessment	Assessment of the HPC environments including applicability of cloud compute options and shared services	HPC services aligned with needs including cloud and shared services
Metrics & Peer Review	Create a list of assessment metrics and conduct a peer analysis	Ongoing and relevant comparison data
Research Overhead & Process Review	Review and recommendations for IRB collaboration surrounding grant technology budgets.	Improved pre-award processes, basic service funding, and less post-award surprises

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Vantage Hourly Rates, Recent Projects, Sales Report

VANTAGE TECHNOLOGY CONSULTING GROUP
Schedule of Hourly Rates 2021

Staff Title	Hourly Rate
Principal, Strategic Consulting	$318.00
Principal, Design & Engineering	$285.00
Vice President	$312.00
Associate Principal	$260.00
Associate Vice President	$307.00
Associate	$240.00
Senior Strategic Consultant	$302.00
Senior Consultant, Design & Engineering	$225.00
Strategic Consultant	$260.00
Consultant, Design & Engineering	$195.00
Lead Engineer	$185.00
Engineer, Graphics, Revit, CAD	$177.00
Analyst, Writer	$140.00
Designer	$95.00
Support Staff	$90.00

Hourly rates are reviewed annually in January and are subject to adjustment at that time.

This report is provided in response to GMU RFP Section XII.c. (list of 10 most recent projects that exceeded $50K and were billed on an hourly basis). Please note that, for the most part, Vantage strategic technology consulting projects are billed on a flat fee basis. This list represents our most recent completed hourly basis projects.

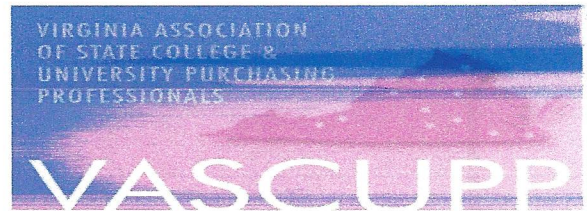| Project	Type of consulting	Estimated hours	Final hours billed	Original project estimate	Final price paid by client
1	Information security program dev. contract 1	1200	1200	$360,000.00	$360,000.00
2	Information security program dev. contract 2	1200	1200	$360,000.00	$360,000.00
3	Network design plan	240	232	$71,259.00	$65,887.00
4	Unified communications rate project	150	115	$49,000.00	$33,210.00
5	Information security program dev. contract 3	150	150	$45,000.00	$45,000.00
6	Information security program assessment and policy writing	111	107	$35,197.00	$34,054.00
7	Information security policy creation	92	92	$29,165.00	$29,165.00
8	Information security policy creation	60	60	$18,500.00	$18,500.00

Vantage Technology Consulting Group
Quarterly Sales Report
October through December 2020

	Boston	Los Angeles	New York	San Francisco	Strategic	TOTAL
Ordinary Income/Expense						
Income						
Consulting Income						
Boston	242,373.08	2,090.00	0.00	0.00	234,304.65	478,767.73
California	0.00	491,877.64	0.00	11,782.18	0.00	503,659.82
New York	0.00	0.00	37,514.00	0.00	0.00	37,514.00
Total Consulting Income	242,373.08	493,967.64	37,514.00	11,782.18	234,304.65	1,019,941.55
Reimbursed Expenses	420.23	3,556.08	227.29	0.00	0.00	4,203.60
Total Income	242,793.31	497,523.72	37,741.29	11,782.18	234,304.65	1,024,145.15

Signed George Mason University Documents

GEORGE MASON UNIVERSITY

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

VIRGINIA ASSOCIATION OF STATE COLLEGE & UNIVERSITY PURCHASING PROFESSIONALS

VASCUPP

REQUEST FOR PROPOSALS
GMU-1700-21

ISSUE DATE: November 13, 2020

TITLE: IT Consulting Services

PRIMARY PROCUREMENT OFFICER: Michele Rogers, Senior Buyer, mroger19@gmu.edu
SECONDARY PROCUREMENT OFFICER: Katherine Sirotin, Assistant Director, ksirotin@gmu.edu

QUESTIONS/INQUIRIES: E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on December 4, 2020. **All questions must be submitted in writing.** Responses to questions will be posted on the Mason Purchasing Website by 5:00 PM EST on December 10, 2020. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

PROPOSAL DUE DATE AND TIME: January 22, 2021 @ 2:00 PM EST. **SEE SECTION XIII.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: Vantage Technology Consulting Group

DBA: _____

Address: 201 Continental Blvd, Suite 120

El Segundo, CA 90245

FEI/FIN No. 95-4840001

Fax No. 310-536-7677

Email: Phil.Crompton@vantagetcg.com

Date: JAN 12, 2021

By: _____
Signature

Name: Phil Crompton

Title: Principal

Telephone No. 310-536-7676

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

SWaM Certification Number: _____

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

ATTACHMENT A
SMALL BUSINESS SUBCONTRACTING PLAN
TO BE COMPLETED BY OFFEROR

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: Vantage Technology Consulting Group

Preparer Name: Phil Crompton, Principal   **Date:** JAN 12, 2021

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 only Section A of this form.

B. If you are not a DSBSD-certified small business, 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 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:_____ Certification Date:_____

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 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.

B. Plans for Utilization of 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:_____