

*Request for Proposal Response*  
*for*  
***Technology Assessment and Planning  
Services***

RFP #R10-1126

November 10, 2021

**Prepared for:**  
Region 10 ESC

**Prepared by:**  
Russ Johnson  
Emily Whicker

## COVER LETTER

November 10, 2021

Reference: Region 10 ESC – Technology Assessment and Planning Services

Dear Mr. Pechecek,

We are excited and pleased to submit this response to (RFP #R10-1126) for Technology Assessment and Planning Services. All required forms and information are enclosed.

As a vendor-neutral technology consultant, True North Consulting Group focuses on our clients' best fit and best practices. Nearly all our business comes from school districts throughout the state. Being so heavily focused in K-12, our services closely align with district bond programs so that we can be that single firm to represent the district throughout the entire process - assessments, programming, master planning, detailed design, bidding and negotiations, and contract administration.

Not only do our services fit the process, but our expertise is more diverse than any other consulting firm in Texas - structured cabling for indoor and outside plant; audio/visual systems; multimedia; campus safety surveillance, access control, and intrusion; wired and wireless networking technologies; network security; server and desktop virtualization; disaster recovery technology; and data center design.

The overwhelming majority of our clients become our biggest advocates and repeat customers, which we feel is a tribute to our reputation of providing the highest quality of service in all aspects of what we do. True North considers all current operations, future growth, blended academic content delivery, and alignment of information technology resources with the overall teaching and learning goals of the institution.

Over the years, an overwhelming majority of our clients have become our biggest advocates, which we feel is a tribute to our reputation of providing the highest quality of service in all aspects of what we do. As we like to say, True North didn't invent consulting, we just made it personal!

Sincerely,



Russ Johnson  
Chief Executive Officer  
[Russ.johnson@tncg.com](mailto:Russ.johnson@tncg.com) | M: 254.495.5766  
#ConsultingMadePersonal

**PROPOSAL FORM 1: ATTACHMENT B – PRICING**

Pricing should be entered in the attachment B Excel form provided in this RFP packet. Please reference Section 1, Part B, Instructions to Proposers, for more information on how to complete pricing.

## PROPOSAL FORM 2: QUESTIONNAIRE

### Company profile

1. What is your company's official registered name?

True North Consulting Group, LLC

2. Provide a link to your company's website.

[www.tncg.com](http://www.tncg.com)

3. What is/are your corporate office location(s)?

3804 Hillcrest Drive, Waco, Texas 76708  
13284 Pond Springs Road Ste. 304, Austin, Texas 78729  
13355 Noel Road Ste. 1100, Dallas, Texas 75240  
140 3<sup>rd</sup> Street South, Stillwater, Minnesota 55082

4. Please provide a brief history of your company, including the year it was established.

True North Consulting Group is a Texas-based, independent consulting firm dating back to 1984. Headquartered in Waco, Texas, and with offices and field consultants in Dallas-Fort Worth, Austin, San Antonio, and Houston, True North has the capacity to scale to meet the demands for large, complex projects. With a diverse team of subject matter experts, True North offers its clients a holistic and integrated approach for technology, security, and audio-visual systems.

True North works with architectural firms, school districts, colleges, and municipalities to provide a wide range of professional technology and security consulting services. True North's services include technology/security assessments, programming, master planning, detailed design, bidding & negotiations phase, and contract administration phase services.

True North has extensive experience in best practices for both technology and security infrastructure and actual technology and security systems. These technologies are structured data cabling (including premise and outside plant), audio/visual systems, multimedia, security systems (including CCTV, access control, and intrusion), wired and wireless networking technologies, communication closet design, voice communications, local sound reinforcement systems, PA/Bell/ Clock systems, distributed antenna systems (DAS), and specialty design supporting data centers, and video production facilities.

True North has provided professional technology consulting services to hundreds of clients for K-12 educational projects. True North has developed overarching technology standards for very large educational clients with hundreds of facilities as well as clients with very few facilities. Our staff's breadth of expertise allows for a holistic approach to both assessment and development of standards that prepare our clients for emerging and changing technologies.

Historically, True North's engagements have varied from assessment and standards only to full professional services, including the development of standards, detail drawings, specifications, and contract documents. True North's extensive experience in project management has proven invaluable to our clients to ensure the quality of the work fully complies with the requirements of the contract documents.

- **Texas-based, independently owned** consulting firm
- Offices and field consultants in **Dallas, Waco, Austin, San Antonio, and Houston**
- True North dates to **1984** and has a team of about **50 consultants** on staff
- A single firm with **expertise in technology, audio/visual, and security** under one roof
- A consulting trifecta – **technology department projects + construction related projects + E-Rate projects**
- Experience in **large-scale technology projects (infrastructure upgrades, data center builds, and fiber buildouts)** – Allen ISD, Amarillo ISD, Carrollton-Farmers Branch ISD, Ector County ISD, Southlake Carroll ISD, Prosper ISD, Garland ISD, Midlothian ISD, Northwest ISD, Royse City ISD, Lewisville ISD, and many more
- Experience in **cybersecurity projects from audit/assessment to design to managed threat detection** – Aldine ISD, Carrollton Farmers Branch ISD, Conroe ISD, Coppell ISD, Fort Worth ISD, Humble ISD, Hutto ISD, Midlothian ISD, Richardson ISD, Schertz Cibolo Universal City ISD, and many more.
- Registered **E-Rate consulting firm**, with E-Rate experience dating back to 1998
- Certified **outside plant (BICSI+OSP) engineers** on staff
- Certified **Project Manager Professionals (PMP)** on staff
- In house **CAD/BIM drafters** using the latest versions of AutoCAD and Revit
- Use of **collaboration tools** to track and communicate through the duration of the project
- We follow a proven **methodology for projects** – schematic design, design development, construction documents, and contract administration
- Our **expertise** is unmatched – structured cabling, networking, physical security, audio/visual, data center, cybersecurity, and more
- Our capabilities in **campus safety** go far beyond the typical technologies – comprehensive risk and threat assessments, video surveillance, access control, intrusion, emergency notification, land mobile radio, distributed antenna system, computer-aided dispatch, and E911
- **Direct access to owners** and leadership team
  - Russ Johnson, Chief Executive Officer – M: 254.495.5766
  - Tony Chojnowski, Chief Operating Officer – M: 254.229.0099

5. Who is your competition in the marketplace?

There aren't very many independent consulting firms in Texas that we are aware of that provide the full range of services that True North offers. Our primary competition is the reseller network that will provide some level of assessment services. Some of these are Netsync Networks, Presidio, Red River, and GDT.

For construction-related projects, two firms that compete in that space are Combs Consulting Group and ABY in Houston.

6. What was your annual sales volume over last three (3) years?

2021 - \$9M (projected)  
2020 – \$6.4M  
2019 - \$7.9M

7. What are your overall public sector sales, excluding Federal Government, for last three (3) years?

2021 - \$9M (projected)  
2020 – \$6.4M  
2019 - \$7.9M

8. What is your strategy to increase market share in the public sector?

True North leadership has over 30 years of experience in public sector. Representing nearly 100% of our business, True North invests significantly to promote our services in public sector.

We are a diamond-level sponsor of Friends of Texas Public Schools, members/presenters at TASA/TASB/TASBO, Association for Learning Environments (our CEO is the President-Elect for all of Texas, Oklahoma, Louisiana, and Arkansas), Texas Education Technology Leaders, and others.

True North has direct sales team members that are tasked with growing our practice.

9. What differentiates your company from competitors in the public sector?

True North's provides a complete lifecycle of services and has more expertise in-house than any other locally owned, independent consulting firm.

True North Consulting Group has technology consultants that have drill-down expertise in every major technology system.

#### Structured Cabling

Fiber, copper, grounding, **distributed antenna system**, racks, space design and requirements

#### AV Multimedia

Bell/clock/public address, classroom media, sound systems, **large venue audio**, **lecture capture**, multimedia control and distribution

#### Physical Security/Public Safety

Video surveillance, **analytics**, video management systems, access control, intrusion, **emergency notification**, **emergency call boxes**, **2-way radio**

#### Wireless Networking

Access points, **wireless security**, **guest WiFi**, **location tracking**, outdoor wireless

#### Unified Communications

IP phones, call processing, voicemail, **audio/video/web conferencing**, **contact center**, **E911**, **real-time messaging**

#### IP Networking

Edge and core routing and switching, **DWDM**, **software-defined networking**, **systems management**, **automation**, and **reporting**

#### Information Security

Firewalls, **intrusion prevention**, **zero-day protection**, **load balancers**, **content filtering**, **mobile device security**, **data loss prevention**

#### Data Center

Racks, high-density fiber design, raised flooring, **power distribution**, hot/cold aisle, **blade and physical computing**, **storage networking**

In addition to unparalleled technology expertise, we have operational, technology, and educational leaders on staff that provide services focused on the qualitative portions of technology: adoption, integration, professional learning, strategic planning, goal alignment, coaching, and many others. No two districts are the same, and we believe that no two consulting engagements should be the same. Our hashtag represents our approach to consulting: **#ConsultingMadePersonal**.

1

#### Assessments

Our assessment practice ensures that you have a complete picture of your current technology systems, processes, and staffing.

2

#### Planning & Budgeting

We develop a strategic plan along with detailed budgets paired with all possible funding sources to ensure a roadmap aligned with the organization's goals.

3

#### Design & Specifications

With funding secured, we develop designs and specifications to be used in contract and procurement documents. The level of detail in our drawings and system requirements ensure you get a solution that fits your needs.

4

#### Bidding & Negotiations

We work alongside your procurement team to issue competitive sealed requests for bids and assist in the contractor evaluation process, providing insulation between you and the vendor community.

5

#### Contract Administration & Project Management

With contractors selected, we review and approve documents, provide project management, and oversee all work of the vendors, ensuring that all specifications and requirements are met.

6

#### Commissioning & Optimization

Before everyone calls the project done, we provide supplemental functionality testing, configuration reviews, and verification of implementation.

True North's methodology is holistic in nature and considers, not only the desired technology outcome, but the best practices and processes, to ensure these results can be attained efficiently, effectively, and within budget.

10. Diversity program - Do you currently have a diversity program or any diversity partners that you do business with?

☒ Yes

☐ No

- a. If the answer is yes, do you plan to offer your program or partnership through Equalis Group?

☒ Yes

☐ No

11. Provide your safety record, safety rating, EMR and worker's compensation rate where available.

TNCG has had no safety incidents, and a worker's comp history showing no claims. TNCG does not presently qualify for an Experience Risk Modification (EMR) as they have not met the premium level requirements to qualify. Lacking an EMR, they would receive standard rates, effectively applying the equivalent of a 1.00 EMR

## PRICING/PRODUCTS/SERVICES OFFERED

12. Please include a narrative for each system and function listed below that clearly demonstrates the Respondents experience and expertise in providing assessments, planning, and implementation for each system and function.

Systems:

Structured Cabling

- Fiber
- Copper
- Grounding
- Distributed Antenna System
- Racks
- Space Design And Requirements

AV Multimedia

- Bell/Clock/Public Address
- Meeting Room/Classroom Media
- Sound Systems



- Large Venue Audio
- Lecture Capture
- Multimedia Control And Distribution

#### Unified Communications

- IP Phones
- Call Processing
- Voicemail
- Audio/Video/Web Conferencing
- Contact Center
- E911
- Real-Time Messaging

#### Physical Security

- Video Surveillance
- Analytics
- Video Management Systems
- Access Control
- Intrusion
- Emergency Notification
- Emergency Call Boxes

#### Public Safety

- Land Mobile Radio
- Mobile Data (3G/4G/FirstNet)
- Distributed Antenna System
- Computer-Aided Dispatch (CAD)
- Records Management Systems (RMS)
- Next Generation 911 And Phone Systems

#### Wireless Networking

- Access Points
- Wireless Security
- Guest WiFi
- Location Tracking • Outdoor Wireless

#### Information Security

- Firewalls
- Zero-Day Protection
- Load Balancers
- Content Filtering
- Mobile Device Security
- Data Loss Prevention
- Intrusion Prevention

#### Data Center

- Racks
- High-Density Fiber Design
- Raised Flooring
- Power Distribution

- Hot/Cold Aisle
- Blade And Physical Computing
- Storage Networking
- Cloud Orchestration
- Enterprise applications

#### IP Networking

- Edge And Core Routing And Switching
- Software-Defined Networking
- Systems Management
- Automation Reporting

#### Functions:

##### Teaching and learning

- Classroom observations
- Teacher, student, and campus leader focus groups
- Electronic survey instruments
- Technology visioning and strategic planning Operational
- Technology and application governance
- Bidding and procurement
- Funding (Erate, local funds, bond programs)
- Staffing (peer comparisons, organizational structuring, technical capabilities and capacity)
- Long-range technology master planning

##### Safety and security

- Risk and vulnerability (physical security and cyber)
- Disaster recovery and incident response planning
- Policies and procedures
- Training
- Long-range safety and security master planning

**True North provides assessments for 100% of the systems listed above!** See below for further information related to our expertise, processes, and detailed steps.

# COMPREHENSIVE TECHNOLOGY ASSESSMENT

## A HOLISTIC 360° VIEW ON OPERATIONAL, INFORMATION, & INSTRUCTIONAL TECHNOLOGY

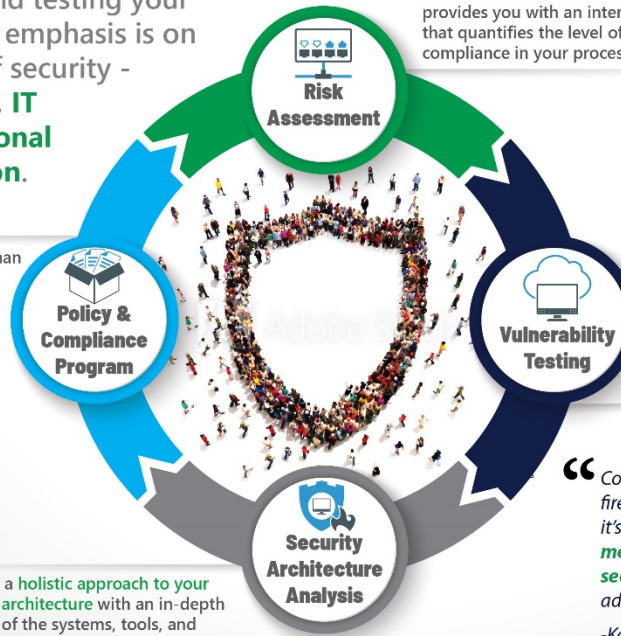
Blended instruction, pedagogical shifts, formative assessments, project-based and collaborative learning, student engagement, sustainability, virtual learning, and professional development are just some of the challenges demanding attention from districts today. As an independent consultant, we help collect, analyze, and present your data through an unbiased, unfiltered lens.



# CYBERSECURITY THREAT & RISK ASSESSMENT

Whether it's starting from scratch or simply reviewing and testing your security practices, our emphasis is on the human element of security - **operational practices, IT processes, organizational policies, and education.**

We know that security is more than a collection of products which is why we take the time to **review your policies** and programs to ensure they align with current requirements.



We evaluate over 500 risk controls that provides you with an interactive dashboard that quantifies the level of maturity and compliance in your processes.

Our vulnerability testing **grades the security** of your organization and includes vulnerability and remediation details for PCs, servers, network devices, and more.

We take a **holistic approach to your security architecture** with an in-depth analysis of the systems, tools, and configurations currently in use within your organization.

“Companies spend millions of dollars on firewalls and secure access devices, and it's money wasted because **none of these measures address the weakest in the security chain**: the people who use, administer and operate computer systems.”  
-Kevin Mitnick, Convicted Hacker

**We didn't invent consulting; we just made it personal.**

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sales@tncg.com • 888.650.4580

# SAFE SCHOOLS INITIATIVE

School safety is more than securing doors and adding cameras. When it comes to safety and security, organizations must take a *holistic approach* and invest in *proactive measures*, such as True North's **Comprehensive Risk Assessments** and **Personalized Emergency Planning** services.

## 01 THREAT, RISK, & VULNERABILITY ASSESSMENTS

Comprehensive, risk-based assessments of facilities and security programs utilizing DHS, FBI, and Israeli Shin Bet methodology and FEMA/NIMS guidelines. The goal of the assessment is to **increase the organization's ability to prevent, deter, detect, and respond** to man-made threats to students, faculty, staff, and visitors on campus facilities.

## ASSESS



## 02 SECURITY MASTER PLANNING

Strategic planning services with a **comprehensive, long-term strategy** that covers all aspects of a security operation and provides sequential planning over a period of years to provide a safe, secure environment that includes consideration for behavioral elements, security technologies, and design, layout, and physical measures.

## PLAN



## 03 EMERGENCY PREPAREDNESS

Review **emergency management plans, policies, and procedures**; assist in updating plans and policies; and develop emergency plans for our educational clients. True North follows DHS and FEMA/NIMS guidelines for emergency management planning and response, as well as ensures emergency management plans meet any local and state requirements.

## PREPARE



## 04 TECHNOLOGY DESIGN & PROJECT MANAGEMENT

Design, bidding, vendor negotiations, project management, contract administration, and commissioning for all elements of security technologies, such as **video surveillance, analytics, access control, alarm systems, visitor management, notification systems, dispatch and command centers, identity management, and more.**

## DESIGN



## 05 PREVENTION & RESPONSE TRAINING

Training for staff, students, and faculty in the **areas of emergency response, suspicious behavior indicators, and effective policies and procedures** for security personnel. Training sessions range from two-hour to all-day workshops. Formats for training include tabletop exercises, drills, and full-scale emergency response exercises.

## TRAIN



*"True North opened our eyes to where we are and where we need to go."*

-Dr. John Chapman III  
Superintendent of Schools



**#ConsultingMadePersonal**



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#### K12 Strategic Planning:

- **Assess**  
Electronic surveys for staff, students, and parents, Classroom observations, Technology spending & budgeting, Peer-district staffing comparisons
- **Engage**  
Teacher, student, and campus leadership focus groups, Bond committees, Technology charettes, Twitter chats, District technology standards
- **Observe**  
District technology systems, Classroom technology integration, Social media adoption, Peer-district site visits
- **Present**  
District findings & recommendations, Peer comparisons, School board, instructional, and community workshops, Bond planning, Ed-tech trends



At True North Consulting Group,  
our focus is to promote **sustainable  
technology** that is **learner-focused**.



#### Technology Systems:

- **Structured Cabling**  
Fiber, copper, grounding, distributed antenna system, racks, space design and requirements
- **Unified Communications**  
IP phones, call processing, voicemail, audio/video/web conferencing, contact center, E911, systems management, automation, and reporting
- **AV Multimedia**  
Bell/clock/public address, classroom media, sound systems, large venue AV, lecture capture, AV control and distribution
- **IP Networking**  
Edge and core routing and switching, software-defined networking, systems management, automation, and reporting
- **Physical Security**  
Video surveillance, analytics, video management systems, access control, intrusion, emergency notification, emergency call boxes
- **Information Security**  
Firewalls, intrusion prevention, zero-day protection, load balancers, content filtering, data loss prevention, mobile device security, penetration testing
- **Wireless Networking**  
Access points, wireless security, guest WiFi, location tracking, outdoor wireless
- **Data Center**  
Racks, high-density fiber design, raised flooring, power distribution, UPS, generators, hot/cold isle, blade and physical computing, storage networking

- Describe your assessment process, and how your company determines and presents next steps for a client.

See the following pages for a sample detailed scope of work for a recently completed comprehensive technology assessment for an ESC10 district. This particular assessment included operational technology (infrastructure), instructional technology, cybersecurity, physical security, audiovisual, staffing, and application governance.

## Overview: Comprehensive Technology Assessment

### ***Scope***

True North Consulting Group (True North) will provide a comprehensive technology assessment focused on core technology systems, instructional technology systems, cybersecurity, staffing, security risk (campus safety), and qualitative staff and student feedback.

True North will consider all current operations, future growth, blended academic content delivery, and alignment of information technology resources with the overall teaching and learning goals of the District.

The assessment considers the rapid changes in technology, 21<sup>st</sup>-century learning strategies, and other industry shifts.

### ***Sections***

To provide a holistic approach to assessing all systems and all spaces, True North has included the following services as a part of the comprehensive technology assessment:

1. Information and Operational Technology Assessment – Section 1
2. Instructional Technology Assessment – Section 2
3. Cybersecurity Assessment – Section 3
4. Information and Instructional Technology Staffing Comparison – Section 4
5. Application Governance Review – Section 5

### ***Locations***

True North will assess systems at the following locations:

1. Elementary/Early Childhood Campuses/JJAEP/DAEP (~\_\_)
2. Intermediate and Middle School Campuses (~\_\_)
3. High School, Alternative High School, Learning Centers, and Advanced Technology Campuses (~\_\_)
4. Other Specialized Facilities
5. Administrative Facilities

### ***Deliverables***

True North will provide the below deliverables:

1. Assessment reports containing findings, best practices, recommendations, and peer comparison data
  - a. Core services
  - b. Instructional technology
  - c. Cybersecurity
  - d. Staffing review
  - e. Security Risk (Campus Safety)
2. Wireless site survey maps for all locations
3. Images of existing systems and conditions

4. Detailed remediation budget broken out per campus and per system
5. Electronic staff survey report
6. Observations and Recommendations for improvement, including remediation suggestions
7. Cybersecurity IT Risk Dashboard
8. Executive board-level presentation

## ***Goals and Objectives***

1. Assess the current state of technology systems, instructional technology systems, cybersecurity systems, and campus safety systems, measures, and operations.
2. Review the district's technology department organization, staffing, and skillsets.
3. Provide visual context for the current state of wireless systems.
4. Assess the use, adoption, and integration of technology for teaching and learning from staff, teachers, and students.
5. Identify gaps from current systems to peer and industry best practices.
6. Develop a prioritized list of short-term and long-term improvements.
7. Develop a projected cost for improvements with suggested funding source alignment (ERate, fund balance, and bond funds).
8. Develop a baseline for the District's current use, integration, and state of the District's technology systems.
9. Identify strengths and areas for growth for information and instructional technology staff, teams, and departments as compared to industry standards.
10. Develop a list of recommendations based on findings.
11. Provide lifecycle management report.

## **SECTION 1: INFORMATION AND OPERATIONAL TECHNOLOGY ASSESSMENT**

### ***Data Collection***

As part of the data collection process described in the scope of work, True North will evaluate the following systems:

1. Network Systems
  - a. Structured cabling
  - b. Network switches
  - c. Routers
  - d. Wireless networks (includes optional vendor agnostic site surveys at each location identified above)
  - e. Phone systems
2. Data Center
  - a. Servers
  - b. Storage
  - c. Virtualization
  - d. Disaster recovery



- e. Room elements, such as racks, cooling, power, battery backup, generator, and fire suppression
- 3. Enterprise Resources
  - a. On-premise enterprise applications, such as SIS, BIS, email, and others
  - b. Cloud strategy
  - c. Information security systems
  - d. Backups
- 4. Wide Area Network
  - a. Building to building connectivity
  - b. Related modulating electronics
- 5. Internet Systems
  - a. Border routers
  - b. Perimeter security devices, such as firewalls and intrusion systems
  - c. Content filtering
  - d. Service providers
- 6. Audio Visual Systems
  - a. Cafeterias
  - b. Districtwide training locations
  - c. Boardrooms
  - d. Bell, clock, and public address/intercom
- 7. Physical Security Systems<sup>1</sup>
  - a. Video surveillance cameras
  - b. Servers
  - c. Storage
  - d. Access control components
  - e. Intrusion system
  - f. Visitor management
  - g. Campus entrance/exits
  - h. Vestibules
  - i. Safety and facilities communication (2-way radio, emergency notifications, etc.)
- 8. Operational Technology Systems
  - a. Student information systems
  - b. Business information systems
  - c. Transportation systems

<sup>1</sup>The purpose of including physical security as a part of the comprehensive assessment is to provide a high-level review of systems and tools in use and is not intended to be a comprehensive risk and vulnerability assessment.

As part of the data collection process described in the scope of work, True North will gather information by using the following approaches:

- 1. Requests for information

2. Technology staff interviews
3. Department head and leadership interviews
4. Campus site visits
5. Classroom walk-throughs

### ***Professional Services***

1. True North will formulate checklists of needed information and provide those to the District for completion. Checklists may include requests such as:
  - a. Listings of key contact personnel
  - b. Building floor plans (must be to-scale for wireless site surveys)
  - c. Maps and diagrams of current technology systems
  - d. Inventories of technology systems
  - e. Descriptions of technology infrastructure by building
  - f. Written technology policies and procedures
  - g. Existing technology plan documents (formal and informal)
  - h. Organization chart
2. True North will conduct in-depth technology discussions with District staff to get a thorough understanding of each of the systems identified in the scope of work.
3. True North will install a management station for the discovery of network systems, utilization, and other metrics available for collection, if the District does not currently have a management station. (Note: SNMP and other discovery protocols must be in production and available to True North systems.)
4. True North will visit all District facilities to confirm provided information, conduct visual systems inspection, and document the condition/performance of existing technology systems identified above.
5. Interview selected/assigned IT personnel to gain further insight into systems deployment, configuration, management, and operations.
6. True North will conduct wireless site surveys of each campus to measure the quality of the wireless network based on several factors:
  - a. Signal strength
  - b. Signal-to-noise ratio
  - c. Data rate and throughput
  - d. Packet loss and jitter
  - e. Round-trip times
  - f. Maximum channel bandwidth
  - g. Number of access points (overlap)
  - h. Co-channel/adjacent channel interference

*(Note: True North will require accurate floor plans (to-scale) for each facility to ensure the accuracy of the findings.)*

7. Leadership discussions: True North will conduct one-on-one discussions with members of the District's leadership team/cabinet to understand the role of technology and its impact on key areas of the District and how it may align with the District's long-term strategic plan.
  - a. Superintendent
  - b. Assistant/Deputy Superintendent(s)
  - c. Chief Financial Officer/Business Manager
  - d. Department leader for Curriculum and Instruction
  - e. Department leader for Facilities
  - f. Department leader for Technology Services
8. True North will develop findings into draft versions of any reports, presentations, and other deliverables.
9. True North will review draft versions of deliverables with the District to ensure accurate findings and details.
10. True North will make modifications as necessary from District review meetings.
11. True North will provide projected costs for each technology system to include:
  - a. Average cost of hardware/software components
  - b. Contractor services
  - c. Consultants fees for design, bidding, and contract administration
12. True North will provide one (1) printed copy and one (1) digital copy of the final deliverables to the District.
13. True North will present the findings, up to three (3) times, if requested, at an executive-level to the District's technology department, leadership cabinet, trustees, and/or bond committee.

## SECTION 2: INSTRUCTIONAL TECHNOLOGY ASSESSMENT

### ***Data Collection***

As part of the data collection process described in the scope of work, True North will evaluate the following systems and conduct the following activities:

1. Classroom Systems
  - a. Projectors and LCD displays
  - b. Classroom audio and intercom
  - c. Teacher voice amplification
  - d. Audio visual cabling
  - e. Document cameras
  - f. Screen sharing devices
2. Student devices
  - a. 1:1 / 1:X
  - b. BYOD
  - c. Computer carts
  - d. Classroom computers

e. Computer labs

As part of the data collection process described in the scope of work, True North will gather information by using the following approaches:

1. Requests for information
2. Curriculum and Instructional Technology staff interviews
3. Department head and leadership interviews
4. Campus site visits
5. Classroom walk-throughs
6. Electronic surveys
  - a. Faculty/staff
7. Teacher focus groups
8. Student focus groups
9. Principal interviews

### ***Professional Services***

1. True North will formulate checklists of needed information and provide those to the District for completion. Checklists may include requests such as:
  - a. Instructional technology organizational chart
  - b. Current professional development opportunities for staff
  - c. Listing of district social media accounts and hashtags
  - d. Instructional technology strategic plan
  - e. Curriculum framework for teaching and learning
  - f. Current tools used for blended learning, assessments, portfolios, and others
2. True North will conduct in-depth instructional technology discussions with District staff to get a thorough understanding of technology integration into teacher pedagogy.
3. True North will assess the financial impact of student/teacher device selection (Including total lifecycle cost to procure, provision, secure, distribute and maintain these devices with related software).
4. True North will conduct a sampling of classroom observations and one-on-one teacher discussions.
5. True North will develop an electronic survey to measure and solicit feedback on the current technology adoption, integration, and satisfaction. True North will then tailor the survey to the unique needs of the District within the following framework:
  - a. General background information
  - b. Classroom technology usage
  - c. Solicited input for improvement
  - d. Professional development

- e. Problem responsiveness and time to resolution
- 6. True North will collect and analyze results from the survey providing general findings and feedback around each area. Findings will be summarized in the assessment report and executive presentation.
- 7. Teacher focus groups: True North will conduct focus groups (between 15-30 participants recommended for each session) to understand the teacher's perspective of strengths, weaknesses, challenges, and opportunities in areas of campus and classroom technology adoption, professional development and learning communities, and recommendations for growth and improvement.
  - a. ES Sessions: Elementary School staff (3 virtual sessions)
  - b. IS/MS Sessions: Intermediate School and Middle School staff (2 virtual sessions)
  - c. HS Sessions: High School staff (2 virtual sessions)
- 8. Teacher focus groups will be virtual and can be conducted for a single campus for each session or can be a representation of teachers from multiple campuses.
- 9. Student focus groups: True North will conduct focus groups to understand the student's perspective for campus and classroom experiences with technology integration, opportunities for collaboration, and student-centered, personal learning.
  - a. ES Sessions: Upper Elementary School students (3 virtual sessions)
  - b. IS/MS Sessions: Intermediate School and Middle School staff (2 virtual sessions)
  - c. HS Sessions: High School students (2 virtual sessions)
- 10. Student focus groups will be virtual and can be conducted for a single campus for each session or can be a representation of teachers from multiple campuses.
- 11. Principal focus group: True North will focus groups to understand the Principal's perspective for campus and classroom experiences with technology integration, opportunities for collaboration, and student-centered, personal learning.
  - a. ES Sessions: Elementary School principals (3 virtual sessions)
  - b. IS/MS Sessions: Intermediate School and Middle School principals (2 virtual sessions)
  - c. HS Sessions: High School principals (2 virtual sessions)
- 12. Leadership discussions: True North will conduct one-on-one discussions with members of the District's leadership team/cabinet to understand the role of technology and its impact on key areas of the District and how it may align with the District's long-term strategic plan.
  - a. Superintendent
  - b. Assistant/Deputy Superintendent(s)
  - c. Chief Financial Officer/Business Manager
  - d. Chief Technology Officer/Technology Director
  - e. Director of Curriculum and Instruction
  - f. Director of Facilities
- 13. True North will develop findings into draft versions of any reports, presentations, and other deliverables.
- 14. True North will review draft versions of deliverables with the District to ensure accurate findings and details.

15. True North will finalize deliverables and submit electronically to the District.
16. True North will present findings to the District (technology department, district leadership, the board of trustees, etc.) in accordance with presentations outlined in section one.

## **SECTION 3: CYBERSECURITY ASSESSMENT**

### ***SENATE BILL 820 READINESS & IT RISK ASSESSMENT***

#### **1. Texas Senate Bill 820 Compliance Review**

True North will review the District's existing policies, controls, and cybersecurity framework and compare it to the State adopted DIR Texas Cybersecurity Framework (TCF). If the District does not currently have a cybersecurity framework, True North will review the TCF with the District and provide actionable methods to adopt and align with the TCF.

##### **Texas Senate Bill 820 Compliance Review Deliverables**

- Gap analysis of existing cyber security framework in comparison to the TCF.
- Summary report of existing policies, controls, and cybersecurity framework as they relate to information security, cybersecurity, and TX SB820.

#### **2. IT Risk Assessment**

True North will administer an IT General Controls Questionnaire which aligns with the State's adopted cybersecurity framework and methodology with District key personnel. Interviews with key personnel will be conducted to understand the current operating environment, existing technology controls and processes, current / planned remediation, and any future project plans. True North's IT Risk Workbook will be populated with the collected results and control templates will be populated, as necessary. A high-level summary and risk dashboard will be provided to detail the assessment approach and illustrate the overall risk rating results for the District's IT environment. In addition, observations, and recommendations for improving the environment will be provided and discussed with the District, including alignment with best practices and scalability of the IT environment. The IT Risk Assessment will provide a high-level rating of the District's IT risk and controls posture.

##### **IT Risk Assessment Deliverables**

- Executive Summary report on the District's overall IT Risk using it as it relates to operations, compliance, security, network, and strategy inclusive of observations. Outlines recommendations for improvement, including remediation suggestions. The summary report includes Texas SB820 Compliance review analysis.
- IT Risk Dashboard

### ***External Vulnerability Assessment (25 IP Addresses)***

#### **External Network Vulnerability Assessment**

During this activity, True North's will utilize a customized assessment plan tailored to the District's in-scope external network environments. Throughout the engagement, True North will rely upon established industry IT security NIST standards and practices to conduct the assessment.

True North's IT security assessment methodology is based on a staged approach which allows for a controlled progression of the engagement in the following phases:

1. **Network and Host Discovery** – True North will attempt to identify internal devices and services available on internal networks. This phase consists of scanning and reconnaissance activities and will not include any offensive actions such as attempts to exploit vulnerabilities. Note: Accuracy of the enumeration data, such as OS/Device identification details, may not be entirely correct when dealing with certain types of firewalls, intrusion prevention systems (IPS), load balancers, or network service proxies. Discovery activities involved the following:
  - a. *Reconnaissance – Performing “passive” network and information gathering, including DNS enumeration, IP and domain whois lookups, Internet lookups, and manual website reviews. Typically, this phase is performed to build or validate a target IP address list and check for sensitive information leakage that could be used to aid in an attack.*
  - b. *Fingerprinting & Enumeration – Performing “active” port-scanning, service port/protocol enumeration, and OS/device identification. The goal of this phase is to build a detailed network and system asset map.*
2. **Vulnerability Assessment** – True North will scan known and active devices identified during the Discovery phase, up to 25. The goal of the assessment phase is to determine which systems are vulnerable in a more comprehensive way. True North will utilize a variety of proprietary, commercial, and open source tools and manual testing techniques, enabling a more accurate analysis of the District's environment. True North will then attempt to validate any discovered vulnerabilities, helping to distinguish from any reported false positives. This phase involves the following activities:
  - a. *Vulnerability Identification – Performing vulnerability scanning of each target IP address and website hostname using a variety of tools depending on the target host type. Vulnerabilities will also be identified passively by manually reviewing the data from the previous discovery phases and researching relevant vulnerabilities online.*
  - b. *Vulnerability Analysis – For the external network assessment, True North will perform a detailed analysis of each vulnerability finding generated from the various tools or manually researching them and consolidating the results into a reporting framework. True North's analysis of the internal assessment results, due to the large number of in-scope devices, will be limited to the Critical and High-risk findings. Many of the findings are manually validated, false positives are removed, and risk and vulnerability severity scores are calculated. Finally, True North's vulnerability analysis is categorized and summarized for the final report, in addition to providing all collected assessment data in a browsable spreadsheet format.*

#### **External Vulnerability Deliverables**

- Executive summary report assessment approach and high-level results and recommendations
- Vulnerability details with remediation recommendations

### **Internal Vulnerability Assessment (5000 IP Addresses)**

#### **Internal Network Vulnerability Assessment**



During this activity, True North's will utilize a customized assessment plan tailored to the District's in-scope internal network environments. Throughout the engagement, True North will rely upon established industry IT security NIST standards and practices to conduct the assessment.

True North's IT security assessment methodology is based on a staged approach which allows for a controlled progression of the engagement in the following phases:

1. **Network and Host Discovery** – True North will attempt to identify internal devices and services available on internal networks. This phase consists of scanning and reconnaissance activities and will not include any offensive actions such as attempts to exploit vulnerabilities. Note: Accuracy of the enumeration data, such as OS/Device identification details, may not be entirely correct when dealing with certain types of firewalls, intrusion prevention systems (IPS), load balancers, or network service proxies. Discovery activities involved the following:
  - a. *Reconnaissance – Performing “passive” network and information gathering, including DNS enumeration, IP and domain whois lookups, Internet lookups, and manual website reviews. Typically, this phase is performed to build or validate a target IP address list and check for sensitive information leakage that could be used to aid in an attack.*
  - b. *Fingerprinting & Enumeration – Performing “active” port-scanning, service port/protocol enumeration, and OS/device identification. The goal of this phase is to build a detailed network and system asset map.*
2. **Vulnerability Assessment** – True North will scan known and active internal devices (centralized servers, storage, network, and other critical devices) identified during the Discovery phase, up to 5000. The goal of the assessment phase is to determine which systems are vulnerable in a more comprehensive way. True North will utilize a variety of proprietary, commercial, and open-source tools and manual testing techniques, enabling a more accurate analysis of the District's environment. True North will then attempt to validate any discovered vulnerabilities, helping to distinguish from any reported false positives. This phase involves the following activities:
  - a. *Vulnerability Identification – Performing vulnerability scanning of each target IP address and website hostname using a variety of tools depending on the target host type. Vulnerabilities will also be identified passively by manually reviewing the data from the previous discovery phases and researching relevant vulnerabilities online.*
  - b. *Vulnerability Analysis – For the external network assessment, True North will perform a detailed analysis of each vulnerability finding generated from the various tools or manually researching them and consolidating the results into a reporting framework. True North's analysis of the internal assessment results, due to the large number of in-scope devices, will be limited to the Critical and High-risk findings. Many of the findings are manually validated, false positives are removed, and risk and vulnerability severity scores are calculated. Finally, True North's vulnerability analysis is categorized and summarized for the final report, in addition to providing all collected assessment data in a browsable spreadsheet format.*

#### **Internal Vulnerability Deliverables**

- Executive summary report assessment approach and high-level results and recommendations
- Vulnerability details with remediation recommendations



## ***Firewall Configuration Review***

### **Firewall Configuration Review**

True North will coordinate the extraction and delivery of District firewall configurations for review. True North will perform both manual and automated reviews of in-scope firewall configurations for alignment with best practices and District policy, as well as any performance related observations.

### ***Firewall Configuration Deliverables***

- Executive Summary Report detailing our summary results and observations and recommendations for improvement.

## ***Wireless Security Assessment***

### **Wireless Security Assessment**

True North will perform on-site testing of wireless networks for up to 3 SSIDs. Testing will focus on security configuration and authentication controls but may expand to wireless network architecture and use. In addition, identified vulnerabilities could be tested for exploitability to further assess the District's perimeter security posture.

### ***Wireless Security Assessment Deliverables***

- Executive summary report assessment approach and high-level results and recommendations
- Vulnerability details with remediation recommendations

## ***Social Engineering Testing / Email Phishing (3 Campaigns, 2000 Users Each)***

### **Email Phishing**

True North will perform email phishing attacks against select Client personnel. The exercise tests personnel's awareness of suspicious emails, email content (attachments and links), and the likelihood of reporting these attempts internally. The exercise is typically limited to a subset of employees and is carefully coordinated with the Client, both in approach and design as well as execution and duration. Testing duration is typically 2-3 weeks with 1 week of design and preparation.

### ***Email Phishing Deliverables***

- Executive summary Report detailing our approach
- Statistics related to number of emails successfully delivered and read by employees, details on which employees opened an attachment and/or clicked an embedded link

## **SECTION 4: INFORMATION AND INSTRUCTIONAL TECHNOLOGY STAFFING COMPARISON**

### ***Data Collection***

As part of the data collection process described in the scope of work, True North will gather the following information:

1. District snapshot
  - a. History and description of district
  - b. Total number of schools
  - c. Total number of non-instructional facilities
  - d. Student enrollment (current and predicted)
  - e. Number of staff
  - f. Total staff full-time employment
  - g. Total teacher full-time employment
  - h. Central administrative
  - i. School administrative
  - j. Professional support staff
  - k. Teachers
  - l. Educational aides
  - m. Auxiliary staff
2. District organizational charts
  - a. District leadership organizational chart
  - b. Curriculum organizational chart
  - c. Technology organizational chart
  - d. Technology job descriptions and salaries
  - e. Instructional Technology job descriptions and salaries
3. Technology budget and spending
  - a. Technology operating budget
  - b. Technology funding and lifecycle schedule
  - c. E-Rate usage
4. Technology department support
  - a. Systems supported by technology department
  - b. Device inventory
  - c. Systems outsourced
  - d. Operational technology support
  - e. Instructional technology support
5. District technology vision
  - a. Long-range technology plan
  - b. District strategic plan
6. Current and upcoming projects
  - a. Current technology projects
  - b. Planned technology projects

*True North may require District leadership to encourage peer district participation.*

As part of the data collection process described in the scope of work, True North will gather information by using the following approaches:

1. Requests for information

2. Staff interviews
3. Peer district interviews

### ***Professional Services***

1. True North will meet with the District to finalize the list of information to be collected.
2. True North will develop forms and survey tools to collect information from the District and participating peer districts.
3. True North will meet with each peer District to review the scope of the project and review the data collection details.
4. True North will collect, sort, analyze, and compare data provided by the District and participating peer districts.
5. True North will develop findings into draft versions of any reports, presentations, and other deliverables.
6. True North will review draft versions of deliverables with the District to ensure accurate findings and details.
7. True North will finalize deliverables and submit electronically to the District.
14. True North will present findings to the District (technology department, district leadership, board of trustees, etc) up to 3 times for all sections included in this scope of work.

## **SECTION 5: APPLICATION GOVERNANCE REVIEW**

### ***Data Collection***

As part of the data collection process described in the scope of work, True North will gather the following information:

1. Operational and other non-technology governed systems
  - a. Student information systems
  - b. Business information systems
  - c. Transportation systems
  - d. Safety and facilities communication (2-way radio, emergency notifications, etc)
  - e. Curriculum
  - f. Library
  - g. PEIMS
  - h. Substitute teacher finder (Sub-finder)
  - i. Athletics
  - j. Special education
  - k. Food Services
  - l. Human Resources
  - m. Educational applications

2. Support capabilities, quality, and quantity
  - a. In-house/on staff
  - b. Outsourced

As part of the data collection process described in the scope of work, True North will gather information by using the following approaches:

1. Requests for information
2. Staff interviews
3. Vendor interviews

### ***Professional Services***

1. True North will meet with the District to finalize the list of information to be collected.
2. True North will meet with each department representative to understand the applications currently in use and how the history of how the application came to be used by the District.
3. True North will meet with each department representative to understand how each application is deployed and supported today.
4. True North will meet with each department representative to understand application support requirements and any present gaps in the quantity or quality of support.
5. True North will meet with each department representative to understand technical expertise and capabilities within each department for application support, maintenance, and customization.
6. True North will meet with each application vendor to understand typical District engagement, support structures, and options for variances for on staff capacity and capability gaps.
7. True North will collect, sort, analyze, and compare data provided by the District and application vendors.
8. True North will develop findings into draft versions of any reports, presentations, and other deliverables.
9. True North will review draft versions of deliverables with the District to ensure accurate findings and details.
10. True North will finalize deliverables and submit electronically to the District.
11. True North will present findings to the District (technology department, district leadership, board of trustees, etc.) up to 3 times for all sections included in this scope of work.

- 
14. Describe any services your company provides involving implementation of any plans that come out of the assessment your company provides, including assistance with procurement, training, installation, etc.

As a part of our lifecycle services, we help districts achieve their goals by being a part of their team all the way through the process (see lifecycle services above). This includes,

following the assessment, design, bidding/negotiations, contract administration, commissioning, and optimization.

15. Were all products/lines/services and pricing being made available under this contract provided in the attachment B and/or Appendix B, pricing sections?

Yes

16. Does the respondent agree to offer all future product introductions at prices that are proportionate to contract pricing offered herein?

☒ Yes

☐ No

(If answer is no, attach a statement detailing how pricing for participants would be calculated.)

17. Does pricing submitted include the required administrative fee?

☒ Yes

☐ No

18. Define your invoicing process and standard terms of payment.

True North provides monthly progress invoicing based on percentage complete with NET 30 terms.

#### PERFORMANCE CAPABILITIES:

19. States being offered - Respondent must indicate any and all states where products and services are being offered.

☒ 50 States & District of Columbia (Selecting this box is equal to checking all boxes below)

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Alabama              | <input type="checkbox"/> Kentucky       | <input type="checkbox"/> North Dakota   |
| <input type="checkbox"/> Alaska               | <input type="checkbox"/> Louisiana      | <input type="checkbox"/> Ohio           |
| <input type="checkbox"/> Arizona              | <input type="checkbox"/> Maine          | <input type="checkbox"/> Oklahoma       |
| <input type="checkbox"/> Arkansas             | <input type="checkbox"/> Maryland       | <input type="checkbox"/> Oregon         |
| <input type="checkbox"/> California           | <input type="checkbox"/> Massachusetts  | <input type="checkbox"/> Pennsylvania   |
| <input type="checkbox"/> Colorado             | <input type="checkbox"/> Michigan       | <input type="checkbox"/> Rhode Island   |
| <input type="checkbox"/> Connecticut          | <input type="checkbox"/> Minnesota      | <input type="checkbox"/> South Carolina |
| <input type="checkbox"/> Delaware             | <input type="checkbox"/> Mississippi    | <input type="checkbox"/> South Dakota   |
| <input type="checkbox"/> District of Columbia | <input type="checkbox"/> Missouri       | <input type="checkbox"/> Tennessee      |
| <input type="checkbox"/> Florida              | <input type="checkbox"/> Montana        | <input type="checkbox"/> Texas          |
| <input type="checkbox"/> Georgia              | <input type="checkbox"/> Nebraska       | <input type="checkbox"/> Utah           |
| <input type="checkbox"/> Hawaii               | <input type="checkbox"/> Nevada         | <input type="checkbox"/> Vermont        |
| <input type="checkbox"/> Idaho                | <input type="checkbox"/> New Hampshire  | <input type="checkbox"/> Virginia       |
| <input type="checkbox"/> Illinois             | <input type="checkbox"/> New Jersey     | <input type="checkbox"/> Washington     |
| <input type="checkbox"/> Indiana              | <input type="checkbox"/> New Mexico     | <input type="checkbox"/> West Virginia  |
| <input type="checkbox"/> Iowa                 | <input type="checkbox"/> New York       | <input type="checkbox"/> Wisconsin      |
| <input type="checkbox"/> Kansas               | <input type="checkbox"/> North Carolina | <input type="checkbox"/> Wyoming        |
- ☐ All U.S. Territories & Outlying Areas (Selecting this box is equal to checking all boxes below)
- |   |   |  |
|---|---|--|
| <input type="checkbox"/> American Samoa                 | <input type="checkbox"/> Midway Islands           | <input type="checkbox"/> U.S. Virgin Islands |
| <input type="checkbox"/> Federated States of Micronesia | <input type="checkbox"/> Northern Mariana Islands |  |
| <input type="checkbox"/> Guam                           | <input type="checkbox"/> Puerto Rico              |  |

20. List the number and location of offices, or service centers for all states being proposed in solicitation.

True North has offices in Texas and Minnesota, and has worked in many other states, such as Wisconsin, Florida, Georgia, California, New York, Virginia, and more.

Distribution Channel: Which best describes your company's position in the distribution channel:

- ☐ Manufacturer direct
- ☐ Authorized distributor
- ☐ Value-added reseller
- ☐ Certified education/government reseller
- ☐ Manufacturer marketing through reseller
- ☒ Other- Independent Consulting Firm

21. Provide relevant information regarding your client engagement process, including the ability for purchasing group members to verify they are receiving contract pricing.

#### A. Hourly Rates, Firm-fixed Fee

True North provides professional services based on the scope of work, timeline of project, technical complexities, required resources and effort, and other factors. Before beginning any work, True North will submit a firm-fixed fee proposal with a detailed statement of work. Below is a list of our K12 hourly rates:

Description	K12 Hourly Rate	Minimum Discounted Hourly Rate
Network Consulting	\$185/hr	\$175/hr (~5% discount)
Audiovisual Consulting	\$185/hr	\$175/hr (~5% discount)
Security Consulting	\$185/hr	\$175/hr (~5% discount)
Program/Contract Management	\$185/hr	\$175/hr (~5% discount)
Erate/Bond Consulting	\$185/hr	\$175/hr (~5% discount)
Assessments/Planning	\$185/hr	\$175/hr (~5% discount)
	\$185/hr	\$175/hr (~5% discount)

True North will provide a proposal showing the standard pricing with a line for discount pricing to allow members to verify they are receiving discounted contract pricing.

***In addition to discounted pricing, True North can develop a program with ESC10 to extend an additional 5% directly to the Service Center for proposals submitted as a direct result of ESC10 involvement.***

22. Outline the methods of payments you will accept and include the overall process for agencies to make payments.

True North accepts checks and ACH payments.

23. Please describe your company's ability to quantify the successful implementation of an IT plan based on your company's assessment process.

In hiring True North, we become a part of your team, bringing additional capacity, expertise, and management to your project. Our goal is to **reduce risks, reduce costs, and reduce district-staff workload** as an extension of your team. Through bond proceeds, True North will **scale the capacity and capabilities of your team** with the addition of resources for design, bidding, specifications' writing, project management, and contract administration.

***We often save the District more money than the cost of our fees through the competitive bidding process, reducing duplication of services and minimizing the cost impact arising***

**through change orders.** As your Consultant, we determine what matters most to you, clearly understand your expectations, and ensure accountability and execution from the vendor(s) you ultimately hire. Our methodology consists of three primary phases, with each phase having specific deliverables:

■ **PHASE 1 - Preliminary/Schematic Design Phase**

Early in the design process, True North will review system functionality requirements as part of the design with the owner details of system functionality requirements. True North's designs will be based upon industry standards and best practices for a K-12 environment.

**Deliverables: Specifications and drawings.**

■ **PHASE I - RFP and Vendor Evaluation Phase**

The specifications will be published in a competitive RFP where True North will work with the Owner to develop. In addition, True North will assist the Owner with all RFP-related communications, i.e., Addendums, Pre-Proposal Conferences, facility walk-throughs, etc.

**Deliverables: RFP technical/performance portion, participation in other RFP-related activities, and recommendation report.**

■ **PHASE II - Contract Administration Phase**

True North will review project submittals, timelines, and implementation plans before project commencement. As a member of your team, we will conduct project status meetings/calls, review payment applications, provide site visits and inspections, and approve close-out documentation.

NOTE: "Close-Out Documentation" will be specific to documents outlined in response to the RFP.

**Deliverables: Project update reports, payment applications for both Contractor and Subcontractors (if applicable), inspection reports, and close-out documentation.**

These professional services will be performed for a fixed fee based upon the project scope and are based upon the technology services outlined below.

24. Describe your company's affiliation and familiarity with different IT brands and products, and whether your company specializes in a certain set of IT products and services.

True North has experience with all major brandings, including but not limited to:

Manufacturer/OEM Experience



- Panduit
- Commscope
- Corning
- Chatsworth
- APC
- Juniper/Mist
- Dell/EMC
- Pure Storage
- Axis
- Panasonic
- Sony
- Hanwha/Samsung
- Clear Touch
- Promethean
- Smart
- Epson
- Checkpoint
- Cisco Systems/Meraki
- Content Keeper
- CrowdStrike
- Cylance
- Dell
- F5
- Fortinet
- GoGuardian
- Google
- HPE/Aruba
- Microsoft
- Palo Alto
- Securonix
- Solarwinds
- Tenable
- VMWare

25. Describe your company's Customer Service Department (hours of operation, how you resolve issues, number of service centers, etc.).

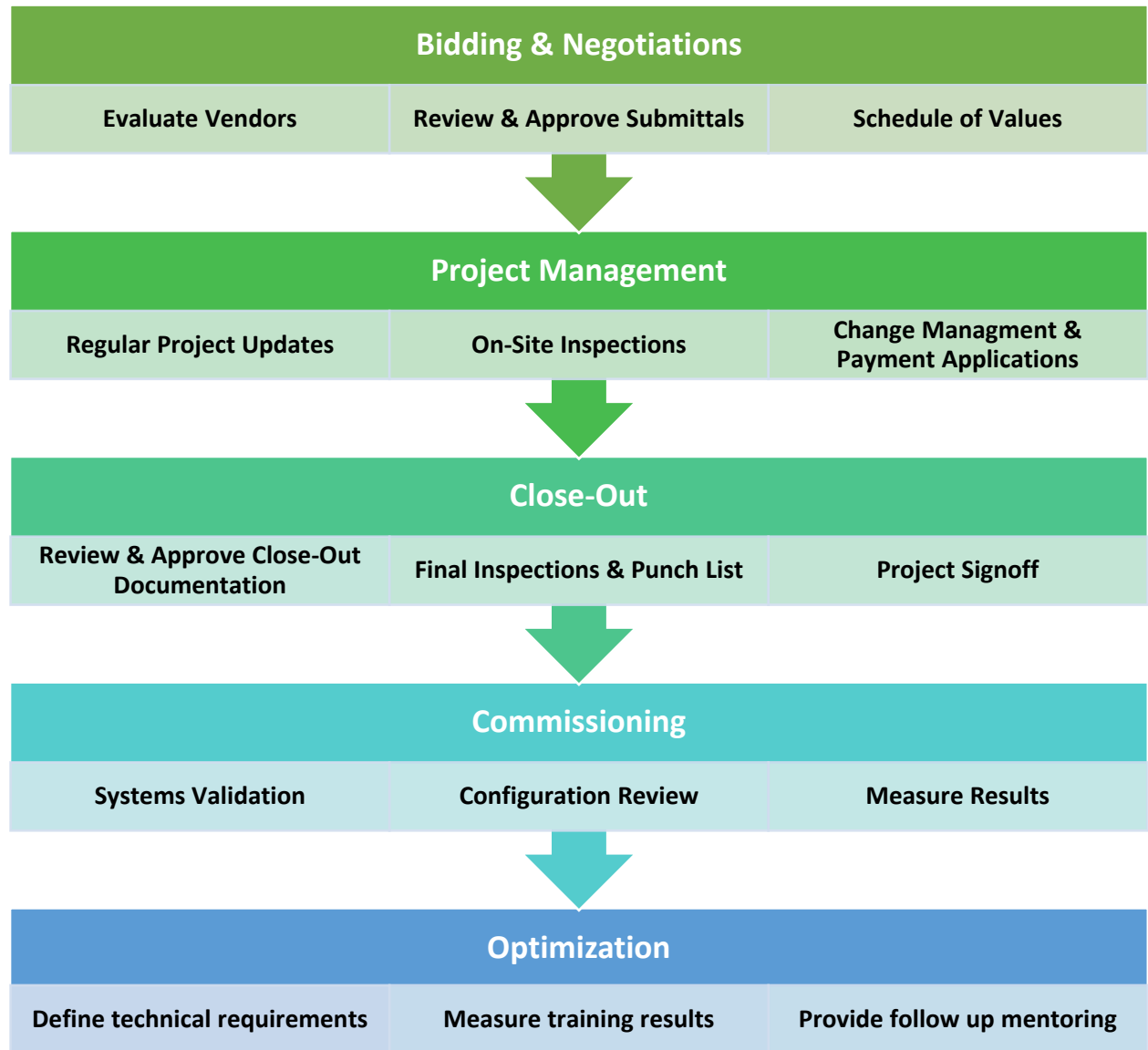
True North's standards hours of operation are Monday through Friday, 8am to 5pm CST. During Contract Administration phases, True North coordinates any after hours work with vendors and clients.

In addition, True North provides several methods for after-hours communication methods including telephone (mobile phones), email, and real-time messaging. In addition, we provide our clients with escalation points and direct access to its leadership team:

CEO: Russ Johnson, 254.495.5766  
COO: Tony Chojnowski, 254.229.0099

26. Describe any training or other support resources you provide to support end users in better understanding how to utilize the products and services you recommend.

As a part of its normal lifecycle services, True North offers commissioning and optimization services to assist districts with ensuring that they get the solution as it was intended.



27. Outline any implementation or other resources you provide in helping to configure your solutions, whether during the initial startup, or ongoing as part of follow up support.

As a part of the commissioning and optimization phases (see above), True North sees the project through successful turn-up and operation. In addition, True North offers general consulting services personalized to the needs of the district which may, at times, include stepping in to represent the district during troubleshooting, problem resolution, and escalation, as needed.

28. Describe the capacity of your company to report monthly sales through this agreement to Equalis Group.

True North has been providing monthly reporting services for various contracts since its inception.

29. Describe the capacity of your company to provide management reports, i.e., consolidated billing by location, time, and attendance reports, etc. for each eligible agency.

True North provides status update meetings and calls with written meeting minutes documenting items of record, action items, and various other points of interest. Below is an actual instance of meeting minutes provided by True North:



Connecticut • Florida • Illinois • Iowa  
Minnesota • South Carolina • Tennessee • Texas  
sales@tncg.com • 888.650.4580

#ConsultingMadePersonal

## <omitted> ISD - Comprehensive Technology Assessment + IT Risk Assessment - Meeting Minutes - 03-29-21

<b>Project:</b>	Comprehensive Technology Assessment + IT Risk Assessment	<b>Purpose:</b>	Project Weekly Call
<b>Location:</b>	MS Teams	<b>Next Meeting Date:</b>	Monday 04-05-21 @ 10:30 am

*The following is True North Consulting Group's record of the subject meeting. We assume the information contained herein is complete and correct unless we are immediately notified to the contrary in writing.*

### Attendees (☑)/Distribution (☐):

<u>Name</u>	<u>Title/Role</u>	<u>Organization</u>		<u>Name</u>	<u>Title/Role</u>	<u>Organization</u>
<input type="checkbox"/> Russ Johnson	Qualitative assessment	TNCG		<input checked="" type="checkbox"/> <omitted>	CTO	<omitted>
<input checked="" type="checkbox"/> Mike Indergard	PM	TNCG		<input checked="" type="checkbox"/> Daniel Kronke	Technology Consultant	TNCG

<input checked="" type="checkbox"/> Brandon Fisher	Technology Consultant	TNCG		<input checked="" type="checkbox"/> <omitted>	Tech Svcs Coordinator	<omitted>
<input checked="" type="checkbox"/> Patrick Johnson	Cyber Practice Manager	TNCG		<input checked="" type="checkbox"/> Tony Liptrap	Network Admin	<omitted>

#### Goals for Meeting:

1. Review past activities
2. Identify and discuss upcoming tasks
3. Mitigate roadblocks
4. Celebrate wins!

#### Discussion/Action Items:

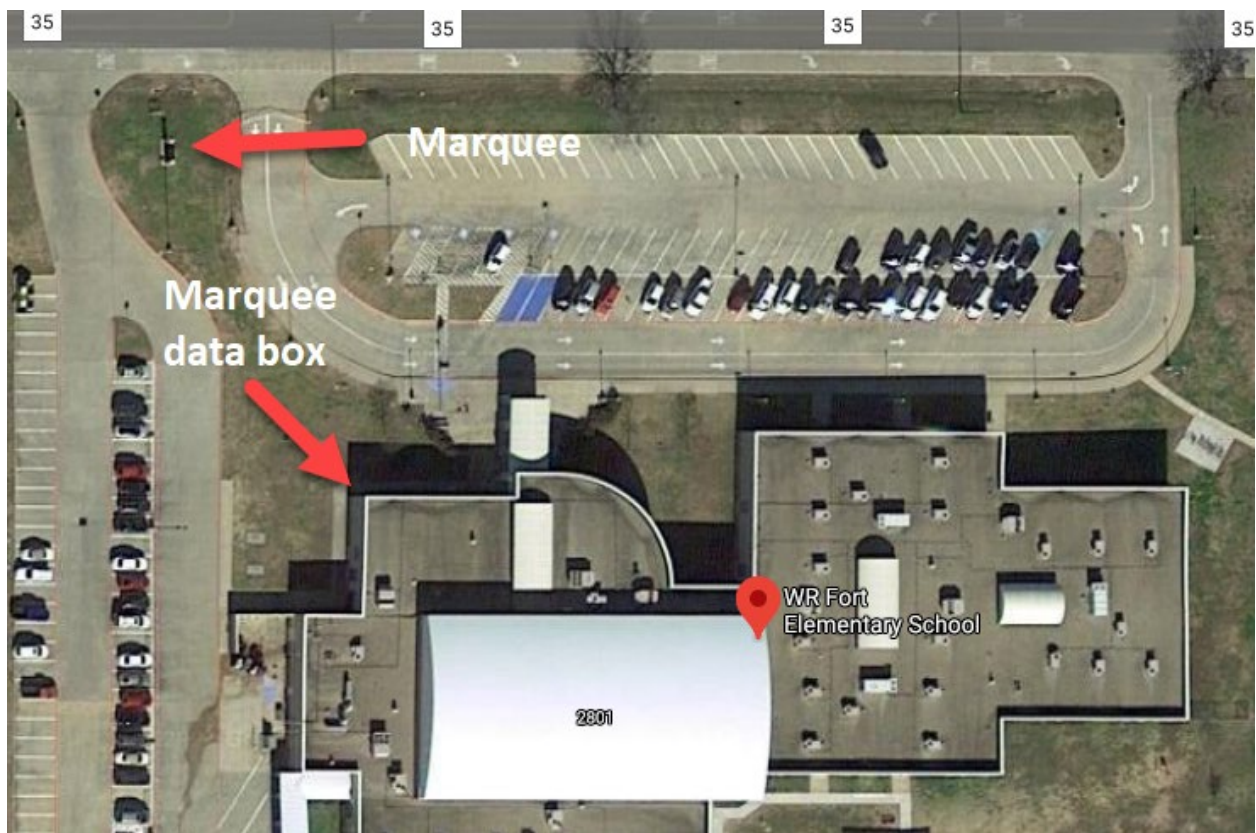
Date/Item#	Description	Owner/Date
10-07-20-05	<p>Cybersecurity:  <i>&lt;past notes removed for brevity&gt;</i>            UPDATE 01-25-21: finish interviews this week, we're on schedule; Zach continues to upload.            UPDATE 03-01-21: Patrick aims to submit the ITRA report by COB today.  <b>UPDATE 03-29-21:</b> ITRA report has been submitted.</p>	<del>Patrick 03-01-21</del>
10-07-20-09	<p>Upload tracking sheet to project portal. Zach to look over sheet and begin assigning people to items.  <i>&lt;past notes removed for brevity&gt;</i>            UPDATE 03-01-21: TNCG aims to complete the infrastructure piece of the draft report (with instructional portion close behind) by early next week, then create slide deck by week's end; then will send to Zach to review before 3/22 board meeting preso.  <b>UPDATE 03-29-21:</b> instructional portion underway. Team discussed report handoff options.</p>	Mike 04-10-21
03-29-21-01	<p>From Martha:            &lt;omitted&gt; – Cabling Refresh (Owner Direct)</p> <ul style="list-style-type: none"> <li>• Currently in the process of adding projector data outlets to the ceilings and cameras; basic data and interior APs are placed.</li> <li>• Need to add exterior WAP: &lt;omitted&gt; <i>has suggestions but is looking to TNCG for recommendations for locations</i></li> <li>• Location of marquee data outlet needed from &lt;omitted&gt; (see below)</li> <li>• Meeting with Lloyd, &lt;omitted&gt; security, needs to be scheduled for camera layout: <i>per Zach, Lloyd will attend next week's Monday call</i></li> </ul> <p>Herndon – Classroom Addition (VLK)</p> <ul style="list-style-type: none"> <li>• &lt;omitted&gt; <i>would like to discuss consolidating the 2 IDFs into just one (the upper floor) due to small # of classrooms but is open to discussion</i></li> </ul>	Zach (invite Lloyd) 04-01-21, Martha (ext. AP locations) 04-01-21

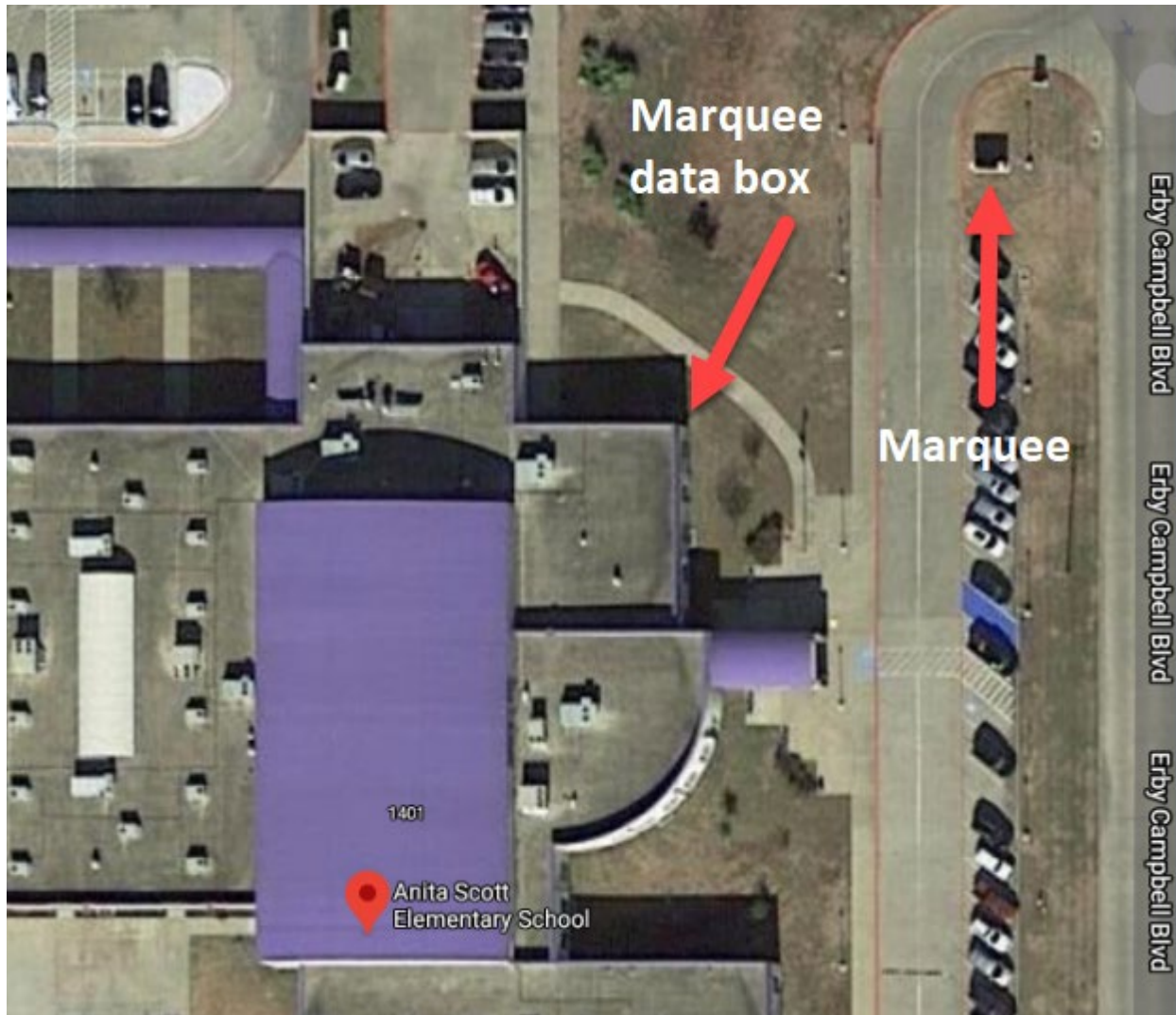
	<ul style="list-style-type: none"> <li>• Per Zach, clocks are now a part of this. &lt;omitted&gt; – New ES (VLK)</li> <li>• AV/Sound system design for special spaces (Cafeteria/gym/learning stair/music room/outdoor stairs) is to begin soon.</li> <li>• 100% CD due to VLK 5/7/21</li> <li>• Per Zach, clocks are now a part of this.</li> </ul> <p>CTE – renovation and Addition (Claycomb)</p> <ul style="list-style-type: none"> <li>• Meeting has been scheduled for Thursday, 4/1/21, with Claycomb <ul style="list-style-type: none"> <li>• Martha, David, Russ, Tony, Jon will be in attendance</li> <li>• Responsibility matrix</li> </ul> </li> <li>• Per Zach, clocks are now a part of this.</li> <li>• Per Zach, reminder that these last three projects above must be invoiced through construction and not owner-direct.</li> </ul>	
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**Documented by:**

Mike Indergard  
Director of Strategic Planning  
True North Consulting Group

**Attachments:**





**END OF DOCUMENT**

### **PROPOSAL FORM 3: DIVERSITY VENDOR CERTIFICATION PARTICIPATION**

Diversity Vendor Certification Participation - It is the policy of some Members participating in Equalis Group to involve minority and women business enterprises (M/WBE), small and/or disadvantaged business enterprises, disable veterans' business enterprises, historically utilized businesses (HUB) and other diversity recognized businesses in the purchase of goods and services. Respondents shall indicate below whether or not they hold certification in any of the classified areas and include proof of such certification with their response.

a. Minority Women Business Enterprise

Respondent certifies that this firm is an MWBE

☐ Yes ☒ No



List certifying agency: \_\_\_\_\_

**b. Small Business Enterprise (SBE) or Disadvantaged Business Enterprise (DBE)**

Respondent certifies that this firm is a SBE or DBE

☐ Yes ☒ No

List certifying agency: \_\_\_\_\_

**c. Disabled Veterans Business Enterprise (DVBE)**

Respondent certifies that this firm is an DVBE

☐ Yes ☒ No

List certifying agency: \_\_\_\_\_

**d. Historically Underutilized Businesses (HUB)**

Respondent certifies that this firm is an HUB

☐ Yes ☒ No

List certifying agency: \_\_\_\_\_

**e. Historically Underutilized Business Zone Enterprise (HUBZone)**

Respondent certifies that this firm is an HUBZone

☐ Yes ☒ No

List certifying agency: \_\_\_\_\_

**f. Other**

Respondent certifies that this firm is a recognized diversity certificate holder

☐ Yes ☒ No

List certifying agency: \_\_\_\_\_

**PROPOSAL FORM 4: MANAGEMENT PERSONNEL**

Please provide contact information and resumes for the person(s) who will be responsible for the following areas.

**Executive Contact**

Contact Person: Russ Johnson \_\_\_\_\_

Title: Chief Executive Officer \_\_\_\_\_

Company: True North Consulting Group \_\_\_\_\_

Address: 3408 Hillcrest Drive \_\_\_\_\_

City: Waco \_\_\_\_\_ State: TX \_\_\_\_\_ Zip: 76708 \_\_\_\_\_

Phone: 254.495.5766 \_\_\_\_\_ Fax: \_\_\_\_\_

Email: russ.johnson@tncg.com \_\_\_\_\_

**Account Manager / Sales Lead**

Contact Person: Emily Whicker \_\_\_\_\_

Title: Inside Sales Consultant \_\_\_\_\_

Company: True North Consulting Group \_\_\_\_\_

Address: 3408 Hillcrest Drive \_\_\_\_\_

City: Waco \_\_\_\_\_ State: TX \_\_\_\_\_ Zip: 76708 \_\_\_\_\_

Phone: 254.716.0423 \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_sales@tncg.com \_\_\_\_\_

**Contract Management (if different than the Sales Lead)**

Contact Person: \_Shane Jacobus \_\_\_\_\_

Title: \_Vice President | Finance \_\_\_\_\_

Company: True North Consulting Group \_\_\_\_\_

Address: \_3408 Hillcrest Drive \_\_\_\_\_

City: \_\_Waco \_\_\_\_\_ State: \_\_TX \_\_\_\_\_ Zip: \_76708 \_\_\_\_\_

Phone: 254.716.0521 \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_shane.jacobus@tncg.com \_\_\_\_\_

**Billing & Reporting/Accounts Payable**

Contact Person: \_Shane Jacobus \_\_\_\_\_

Title: \_Vice President | Finance \_\_\_\_\_

Company: \_True North Consulting Group \_\_\_\_\_

Address: \_3408 Hillcrest Drive \_\_\_\_\_

City: \_Waco \_\_\_\_\_ State: \_TX \_\_\_\_\_ Zip: \_76708 \_\_\_\_\_

Phone: 254.716.0521 \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_shane.jacobus@tncg.com \_\_\_\_\_

**Marketing**

Contact Person: \_Emily Whicker \_\_\_\_\_

Title: \_Inside Sales Consultant \_\_\_\_\_



Company: \_True North Consulting Group\_\_\_\_\_

Address: \_3408 Hillcrest Drive\_\_\_\_\_

City: \_\_Waco\_\_\_\_\_ State: \_TX\_\_\_\_\_ Zip: \_\_76708\_\_\_\_\_

Phone: \_254.716.0423\_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_emily.whicker@tncg.com\_\_\_\_\_

## PROPOSAL FORM 5: REFERENCES AND EXPERIENCE QUESTIONNAIRE

Provide a minimum of five (5) customer references for product and/or services of similar scope dating within the past 3 years. Please try to provide references for K12, Higher Education, City/County and State entities. Provide the following information for each reference:

### 1. Boerne ISD

- Ashely Stewart, Deputy Superintendent
- Boerne, TX
- 325.660.7103
- Years Serviced – 2019 - 2020
- Boerne ISD contracted with True North Consulting Group to conduct a comprehensive technology assessment, include the following areas of focus:
  - Infrastructure
  - Cybersecurity and IT Risk
  - Audio Visual
  - Physical Security
  - Classroom Technologies
  - Instructional Integration
  - Staffing and budgeting
  - Leadership, staff, student, and community feedback

### 2. Spring Branch ISD

- Christina Masick, Chief Technology Officer
- Houston, TX
- 410.802.1228
- Years Serviced – 2018 - 2021
- Spring Branch ISD contracted with True North Consulting Group to conduct a comprehensive technology assessment, include the following areas of focus:
  - Infrastructure
  - Wide Area Network
  - Cybersecurity and IT Risk
  - Audio Visual
  - Physical Security
  - Classroom Technologies
  - Instructional Integration
  - Leadership, staff, student, and community feedback

### 3. Hutto ISD

- Henry Gideon, Assistant Superintendent
- Hutto, TX
- 512.718.8638
- Years Serviced – 2018 - 2021
- Hutto ISD contracted with True North Consulting Group to conduct a comprehensive technology assessment, include the following areas of focus:
  - Infrastructure

- Cybersecurity and IT Risk
- Audio Visual
- Physical Security
- Classroom Technologies
- Instructional Integration
- Leadership, staff, student, and community feedback
- Bond Planning

#### 4. Midlothian ISD

- Leslie Garakani, Chief Technology Officer
- Midlothian, TX
- 832.530.9401
- Years serviced – 2015 - 2021
- Midlothian ISD contracted with True North Consulting Group to conduct a comprehensive technology assessment and continue services for over 3 years:
  - Infrastructure
  - Cybersecurity and IT Risk
  - Audio Visual
  - Physical Security
  - Classroom Technologies
  - Instructional Integration
  - Staffing and budgeting
  - Leadership, staff, student, and community feedback
  - Bond planning
  - 1:1 Program Development
    - Staff Evaluation Rubric
    - 3 Year Device Plan
    - Device Funding
- E-Rate consulting
- District-wide upgrades
  - Wired and wireless network
  - Classroom displays
  - Wide area network
  - Data center and disaster recovery site
  - Campus security systems (video surveillance, access control, transportation student check-in/out)
  - New Construction/Renovations program management

#### 5. Ector County ISD

- Kellie Wilks, Chief Technology Officer
- Odessa, TX
- 432.456.8641
- Years services – 2014 - 2021
- Ector County ISD contracted with True North Consulting Group to conduct a comprehensive technology assessment and continued services for over 3 years:
  - Infrastructure

- Cybersecurity and IT Risk
- Audio Visual
- Physical Security
- Classroom Technologies
- Instructional Integration
- Bond planning
- E-Rate consulting – Category 1 & 2 (new WAN and district-wide network refresh)
- District-wide upgrades
  - Wired and wireless network
  - Classroom displays
  - Wide area network
  - Data center and disaster recovery site
  - Campus security systems (video surveillance, access control, transportation student check-in/out)

**Questions:**

1. Identify any contracts with other cooperative or government group purchasing organizations of which your company is currently a part of:

True North's consulting services are listed on the following purchasing cooperative contracts:

- Choice Partners # 21/031KN-65 - Technology Products and Services – Expires June 15, 2022 (three renewal options remain)
- TIPS # 200203 - Security Systems Products & Services - Expires April 30, 2023
- TIPS # 200105 - Technology Solutions Products & Services - Expires May 31, 2023
- Buyboard # 607-20 - Software as a Service Products, Cybersecurity Assessments & Related Services - Expires March 31, 2023

2. Provide a copy of all current licenses, registrations and certifications issued by federal, state, and local agencies, and any other licenses, registrations or certifications from any other governmental entity with jurisdiction, allowing Respondent to perform the covered services including, but not limited to licenses, registrations or certifications. M/WBE, HUB, DVBE, small and disadvantaged business certifications and other diverse business certifications, as well as manufacturer certifications for sales and service must be included if applicable.



### Texas Historically Underutilized Business (HUB) Certificate



Certificate/VID Number: **1352636115200**  
File/Vendor Number: **509715**  
Approval Date: **03-JUL-2019**  
Scheduled Expiration Date: **03-JUL-2023**

The Texas Comptroller of Public Accounts (CPA), hereby certifies that

## M2 CONSULTING, LLC

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed 05-JUL-2019, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, business location) provided in the submission of the business' application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

Statewide HUB Program  
Statewide Procurement Division

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<https://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp>) or by contacting the HUB Program at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

Rev. 06/19

3. Provide information regarding whether your firm, either presently or in the past, has been involved in any litigation, bankruptcy, or reorganization.

True North has not been involved in any litigation or bankruptcy. Beginning in 2014, True North acquired the operations of Elert and Associates.

4. Felony Conviction Notice – Please check applicable box:
  - ☐ A publicly held corporation; therefore, this reporting requirement is not applicable
  - ☒ Is not owned or operated by anyone who has been convicted of a felony.
  - ☐ Is owned or operated by the following individual(s) who has/have been convicted of a felony.

\*If the 3<sup>rd</sup> box is checked a detailed explanation of the names and convictions must be attached.

#### **PROPOSAL FORM 6: VALUE ADD QUESTIONNAIRE**

Proposer must agree to work in cooperation with Region 10 ESC and the Equalis Group to develop a marketing strategy and provide avenues to equally market and drive sales through the Contract and program to all current and potential Members. Proposer agrees to actively market in cooperation with Region 10 ESC and the Equalis Group all available services to current and potential Members.

1. Detail how your organization plans to market and promote this contract upon award.

True North will use direct sales efforts, digital marketing (social media, email campaigns, brochures), and trade shows to market and promote this contract.

2. Provide the number of sales representatives which will work on this contract and where the sales representatives are located.

Ten – True North has incentivized members of its team located mostly in Texas and Minnesota.

3. Acknowledge that your organization agrees to provide its company logo(s) to Region 10 ESC and Equalis Group and agrees to provide permission for reproduction of such logo in marketing communications and promotions.

Comply

4. Provide a copy of all current licenses, registrations and certifications issued by federal, state and local agencies, and any other licenses, registrations or certifications from any other governmental entity with jurisdiction, allowing Respondent to perform the covered services including, but not limited to licenses, registrations or certifications. M/WBE, HUB, DVBE, small and disadvantaged business certifications and other diverse business certifications, as well as manufacturer certifications for sales and service must be included if applicable

Please also list and include copies of any certificates you hold that would show value for your response not already included above.

See above HUB and Texas DPS certificates

5. Please include any additional products and/or services not included in the scope of the solicitation that you think will enhance and/or add value to this contract participating agencies.

Cybersecurity Managed Threat Detection services

#### PROPOSAL FORM 7: CLEAN AIR WATER ACT

I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

Potential Vendor: \_True North Consulting Group\_\_\_\_\_

Title of Authorized Representative: \_\_Chief Executive Officer\_\_\_\_\_

Mailing Address: \_3408 Hillcrest Drive, Waco, TX 76708\_\_\_\_\_

Signature:   
\_\_\_\_\_





**PROPOSAL FORM 8: DEBARMENT NOTICE**

I, the Vendor, certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations.

Potential Vendor: \_True North Consulting Group\_\_\_\_\_

Title of Authorized Representative: \_\_Chief Executive Officer\_\_\_\_\_

Mailing Address: \_3408 Hillcrest Drive, Waco, TX 76708\_\_\_\_\_

Signature: 

\_\_\_\_\_

**PROPOSAL FORM 9: LOBBYING CERTIFICATION**

Submission of this certification is a prerequisite for making or entering into this transaction and is imposed by Section 1352, Title 31, U.S. Code. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Any person who fails to file the required certification shall be subject to civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The undersigned certifies, to the best of his/her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding \$100,000 in Federal funds at all appropriate tiers and that all sub-recipients shall certify and disclose accordingly.



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Signature of Respondent

11-10-2021

---

Date

## PROPOSAL FORM 10: CONTRACTOR CERTIFICATION REQUIREMENTS

### Contractor's Employment Eligibility

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The Respondent complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the Region 10 ESC Participating entities in which work is being performed.

---

## Fingerprint & Criminal Background Checks

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The Respondent shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed.



11-10-2021

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Signature of Respondent

---

Date

### PROPOSAL FORM 11: ANTITRUST CERTIFICATION STATEMENTS (Tex. Government Code § 2155.005)

I affirm under penalty of perjury of the laws of the State of Texas that:

- (1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;
- (2) In connection with this proposal, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;
- (3) In connection with this proposal, neither I nor any representative of the Company has violated any federal antitrust law; and
- (4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this proposal to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

VENDOR True North Consulting Group

ADDRESS 3408 Hillcrest Drive

Waco, TX 76708

PHONE 888.650.4580

FAX \_\_\_\_\_

**RESPONDANT**

*Emily Whicker*  
Signature

*Emily Whicker*  
Printed Name

*Inside Sales Consultant*  
Position with Company

**AUTHORIZING OFFICIAL**

  
Signature

*Russ Johnson*  
Printed Name

*Chief Executive Officer*  
Position with Company

# PROPOSAL FORM 12: IMPLEMENTATION OF HOUSE BILL 1295

<b>CERTIFICATE OF INTERESTED PARTIES</b>		<b>FORM 1295</b>			
		1 of 1			
Complete Nos. 1 - 4 and 6 if there are interested parties. Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.		<b>OFFICE USE ONLY</b> <b>CERTIFICATION OF FILING</b>			
<b>1 Name of business entity filing form, and the city, state and country of the business entity's place of business.</b> True North Consulting Group, LLC. Waco, TX United States	<b>Certificate Number:</b> 2021-822490  <b>Date Filed:</b> 11/10/2021  <b>Date Acknowledged:</b>				
<b>2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.</b> Region 10 ESC					
<b>3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.</b> R10-1126 Technology Consulting					
<b>4</b>	<b>Name of Interested Party</b>	<b>City, State, Country (place of business)</b>	<b>Nature of interest (check applicable)</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">Controlling</th> <th style="width: 50%;">Intermediary</th> </tr> </table>	Controlling	Intermediary
Controlling	Intermediary				
	Chojnowski, Tony	Waco, TX United States	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">X</td> <td style="width: 50%;"></td> </tr> </table>	X	
X					
	Johnson , Russ	Waco, TX United States	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">X</td> <td style="width: 50%;"></td> </tr> </table>	X	
X					
<b>5 Check only if there is NO Interested Party.</b> <input type="checkbox"/>					
<b>6 UNSWORN DECLARATION</b>					
My name is <u>Emily Whicker</u> , and my date of birth is <u>April 13, 1997</u> .					
My address is <u>3408 Hillcrest Drive</u> , <u>Waco</u> , <u>TX</u> , <u>76708</u> , <u>USA</u> . <div style="display: flex; justify-content: space-between; font-size: small;"> <span>(street)</span> <span>(city)</span> <span>(state)</span> <span>(zip code)</span> <span>(country)</span> </div>					
I declare under penalty of perjury that the foregoing is true and correct.					
Executed in <u>McLennan</u> County, State of <u>TX</u> , on the <u>10</u> day of <u>November</u> , 20 <u>21</u> . <div style="display: flex; justify-content: space-between; font-size: small;"> <span>(month)</span> <span>(year)</span> </div>					
<div style="margin-bottom: 5px;"> </div> <div style="border-top: 1px solid black; display: inline-block; width: 100%;"> Signature of authorized agent of contracting business entity  <small>(Declarant)</small> </div>					

**PROPOSAL FORM 13: BOYCOTT CERTIFICATION, TERRORIST STATE CERTIFICATION, AND  
NONDISCRIMINATION AGAINST FIREARM INDUSTRY CERTIFICATION**

**BOYCOTT CERTIFICATION**

Respondent certifies that during the term of any Agreement, it does not boycott Israel and will not boycott Israel. "Boycott" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes.

Respondent certifies that respondent does not boycott energy companies, and it will not boycott energy companies during the term of any subsequent contract. Pursuant to Texas Government Code Chapter 2274, as enacted in Senate Bill 13 of the 87th Texas Legislature, if respondent is a for-profit organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company, or affiliate of those entities or business associations (specifically excluding sole proprietorships) that exists to make a profit which has ten (10) or more full-time employees and the value of the contract with the ESC is \$100,000 or more, the respondent must represent and warrant to the ESC that the respondent does not boycott energy companies and will not boycott energy companies during the term of any subsequent contract.

Does vendor agree? \_\_\_\_RJ\_\_\_\_\_  
(Initials of Authorized Representative)

**TERRORIST STATE CERTIFICATION**

In accordance with Texas Government Code, Chapter 2252, Subchapter F, REGION 10 ESC is prohibited from entering into a contract with a company that is identified on a list prepared and maintained by the Texas Comptroller or the State Pension Review Board under Texas Government Code Sections 806.051, 807.051, or 2252.153. By execution of any agreement, the respondent certifies to REGION 10 ESC that it is not a listed company under any of those Texas Government Code provisions. Responders must voluntarily and knowingly acknowledge and agree that any agreement shall be null and void should facts arise leading the REGION 10 ESC to believe that the respondent was a listed company at the time of this procurement.

Does vendor agree? \_\_\_\_RJ\_\_\_\_\_  
(Initials of Authorized Representative)

**NONDISCRIMINATION AGAINST FIREARM INDUSTRY CERTIFICATION**

Respondent certifies that respondent does not discriminate against firearm entities or firearm trade associations, and it will not discriminate against firearm entities or firearm trade associations during the

term any subsequent contract. Pursuant to Texas Government Code Chapter 2274, as enacted in Senate Bill 19 of the 87th Texas Legislature, if respondent is a for-profit organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company, or affiliate of those entities or business associations (specifically excluding sole proprietorships) that exists to make a profit which has ten (10) or more full-time employees and the value of the contract with the ESC is \$100,000 or more, the respondent must represent and warrant to the ESC that the vendor does not have a practice, policy, guidance or directive that discriminates against a firearm entity or firearm trade association and will not discriminate against a firearm entity or firearm trade association during the term of any subsequent contract.

Does vendor agree? \_\_\_\_RJ\_\_\_\_\_

(Initials of Authorized Representative)



#### PROPOSAL FORM 14: RESIDENT CERTIFICATION

This Certification Section must be completed and submitted before a proposal can be awarded to your company. This information may be placed in an envelope labeled "Proprietary" and is not subject to public view. In order for a proposal to be considered, the following information must be provided. Failure to complete may result in rejection of the proposal:

As defined by Texas House Bill 602, a "nonresident Bidder" means a Bidder whose principal place of business is not in Texas, but excludes a contractor whose ultimate parent company or majority owner has its principal place of business in Texas.

Texas or Non-Texas Resident

☒ I certify that my company is a "**resident Bidder**"

☐ I certify that my company qualifies as a "**nonresident Bidder**"

If you qualify as a "nonresident Bidder," you must furnish the following information:

What is your resident state? (The state your principal place of business is located.)

---

Company

Name

Address

---

City

State

Zip

#### PROPOSAL FORM 15: FEDERAL FUNDS CERTIFICATION FORM

When a participating agency seeks to procure goods and services using funds under a federal grant or contract, specific federal laws, regulations, and requirements may apply in addition to those under state law. This includes, but is not limited to, the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 CFR 200 (sometimes referred to as the "Uniform

Guidance" or "EDGAR" requirements). All Vendors submitting proposals must complete this Federal Funds Certification Form regarding Vendor's willingness and ability to comply with certain requirements which may be applicable to specific participating agency purchases using federal grant funds. This completed form will be made available to participating agencies for their use while considering their purchasing options when using federal grant funds. Participating agencies may also require Vendors to enter into ancillary agreements, in addition to the contract's general terms and conditions, to address the member's specific contractual needs, including contract requirements for a procurement using federal grants or contracts.

**For each of the items below, Vendor should certify Vendor's agreement and ability to comply, where applicable, by having Vendor's authorized representative complete and initial the applicable lines after each section and sign the acknowledgment at the end of this form.** If a vendor fails to complete any item in this form, Region 10 ESC will consider the Vendor's response to be that they are unable or unwilling to comply. A negative response to any of the items may, if applicable, impact the ability of a participating agency to purchase from the Vendor using federal funds.

### **1. Vendor Violation or Breach of Contract Terms:**

Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 USC 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

Any Contract award will be subject to Region 10 ESC General Terms and Conditions, as well as any additional terms and conditions in any Purchase Order, participating agency ancillary contract, or Member Construction Contract agreed upon by Vendor and the participating agency which must be consistent with and protect the participating agency at least to the same extent as the Region 10 ESC Terms and Conditions.

The remedies under the Contract are in addition to any other remedies that may be available under law or in equity. By submitting a Proposal, you agree to these Vendor violation and breach of contract terms.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

### **2. Termination for Cause or Convenience:**

When a participating agency expends federal funds, the participating agency reserves the right to immediately terminate any agreement in excess of \$10,000 resulting from this procurement process in the event of a breach or default of the agreement by Offeror in the event Offeror fails to: (1) meet schedules, deadlines, and/or delivery dates within the time specified in the procurement solicitation, contract, and/or a purchase order; (2) make any payments owed; or (3) otherwise perform in accordance with the contract and/or the procurement solicitation. participating agency also reserves the right to terminate the contract immediately, with written notice to offeror, for convenience, if participating agency believes, in its sole discretion that it is in the best

interest of participating agency to do so. Offeror will be compensated for work performed and accepted and goods accepted by participating agency as of the termination date if the contract is terminated for convenience of participating agency. Any award under this procurement process is not exclusive and participating agency reserves the right to purchase goods and services from other offerors when it is in participating agency's best interest.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

### **3. Equal Employment Opportunity:**

Except as otherwise provided under 41 CFR Part 60, all participating agency purchases or contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 shall be deemed to include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

The equal opportunity clause provided under 41 CFR 60-1.4(b) is hereby incorporated by reference. Vendor agrees that such provision applies to any participating agency purchase or contract that meets the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 and Vendor agrees that it shall comply with such provision.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

### **4. Davis-Bacon Act:**

When required by Federal program legislation, Vendor agrees that, for all participating agency prime construction contracts/purchases in excess of \$2,000, Vendor shall comply with the Davis-Bacon Act (40 USC 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, Vendor is required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determinate made by the Secretary of Labor. In addition, Vendor shall pay wages not less than once a week.

Current prevailing wage determinations issued by the Department of Labor are available at [www.wdol.gov](http://www.wdol.gov). Vendor agrees that, for any purchase to which this requirement applies, the award of the purchase to the Vendor is conditioned upon Vendor's acceptance of the wage determination.

Vendor further agrees that it shall also comply with the Copeland "Anti-Kickback" Act (40 USC 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

**5. Contract Work Hours and Safety Standards Act:**

Where applicable, for all participating agency contracts or purchases in excess of \$100,000 that involve the employment of mechanics or laborers, Vendor agrees to comply with 40 USC 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 USC 3702 of the Act, Vendor is required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 USC 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

**6. Right to Inventions Made Under a Contract or Agreement:**

If the participating agency's Federal award meets the definition of "funding agreement" under 37 CFR 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance or experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

Vendor agrees to comply with the above requirements when applicable.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

**7. Clean Air Act and Federal Water Pollution Control Act:**

Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act (33 USC 1251-1387), as amended –Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 USC 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

When required, Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act and the Federal Water Pollution Control Act.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_  
(Initials of Authorized Representative)

#### **8. Debarment and Suspension:**

Debarment and Suspension (Executive Orders 12549 and 12689) – A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR Part 1966 Comp. p. 189) and 12689 (3 CFR Part 1989 Comp. p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Vendor certifies that Vendor is not currently listed on the government-wide exclusions in SAM, is not debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549. Vendor further agrees to immediately notify the Cooperative and all participating agencies with pending purchases or seeking to purchase from Vendor if Vendor is later listed on the government-wide exclusions in SAM, or is debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_  
(Initials of Authorized Representative)

#### **9. Byrd Anti-Lobbying Amendment:**

Byrd Anti-Lobbying Amendment (31 USC 1352) -- Vendors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 USC 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award. As applicable, Vendor agrees to file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 USC 1352).

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_  
(Initials of Authorized Representative)

#### **10. Procurement of Recovered Materials:**

For participating agency purchases utilizing Federal funds, Vendor agrees to comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act where applicable and provide such information and certifications as a participating agency may require to confirm estimates and otherwise comply. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a

satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery, and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

#### **11. Profit as a Separate Element of Price:**

For purchases using federal funds in excess of \$150,000, a participating agency may be required to negotiate profit as a separate element of the price. See, 2 CFR 200.323(b). When required by a participating agency, Vendor agrees to provide information and negotiate with the participating agency regarding profit as a separate element of the price for a particular purchase. However, Vendor agrees that the total price, including profit, charged by Vendor to the participating agency shall not exceed the awarded pricing, including any applicable discount, under Vendor's Cooperative Contract.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

#### **12. Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment**

Vendor agrees that recipients and subrecipients are prohibited from obligating or expending loan or grant funds to procure or obtain, extend or renew a contract to procure or obtain, or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system from companies described in Public Law 115-232, section 889. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country are also prohibited.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

#### **13. General Compliance and Cooperation with Participating Agencies:**

In addition to the foregoing specific requirements, Vendor agrees, in accepting any Purchase Order from a participating agency, it shall make a good faith effort to work with participating agencies to provide such information and to satisfy such requirements as may apply to a particular participating agency purchase or purchases including, but not limited to, applicable recordkeeping and record retention requirements.

Does vendor agree? \_\_\_\_\_ RJ \_\_\_\_\_

(Initials of Authorized Representative)

#### 14. Applicability to Subcontractors

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

Does vendor agree? \_\_\_\_\_RJ\_\_\_\_\_

(Initials of Authorized Representative)

By signature below, I certify that the information in this form is true, complete, and accurate and that I am authorized by my company to make this certification and all consents and agreements contained herein.

True North Consulting Group

Company Name



\_\_\_\_\_  
Signature of Authorized Company Official

Russ Johnson

Printed Name

Chief Executive Officer

Title

11-10-2021

Date



## PROPOSAL FORM 16: ADDITIONAL ARIZONA CONTRACTOR REQUIREMENTS

**AZ Compliance with Federal and state requirements:** Contractor agrees when working on any federally assisted projects with more than \$2,000.00 in labor costs, to comply with all federal and state requirements, as well as Equal Opportunity Employment requirements and all other federal and state laws, statutes, etc. Contractor agrees to post wage rates at the work site and submit a copy of their payroll to the member for their files. Contractor must retain records for three years to allow the federal grantor agency access to these records, upon demand. Contractor also agrees to comply with the Arizona Executive Order 75-5, as amended by Executive Order 99-4.

When working on contracts funded with Federal Grant monies, contractor additionally agrees to comply with the administrative requirements for grants, and cooperative agreements to state, local and federally recognized Indian Tribal Governments.

**AZ Compliance with workforce requirements:** Pursuant to ARS 41-4401, Contractor and subcontractor(s) warrant their compliance with all federal and state immigration laws and regulations that relate to their employees, and compliance with ARS 23-214 subsection A, which states, "...every employer, after hiring an employee, shall verify the employment eligibility of the employee through the E-Verify program"

Region 10 ESC reserves the right to cancel or suspend the use of any contract for violations of immigration laws and regulations. Region 10 ESC and its members reserve the right to inspect the papers of any contractor or subcontract employee who works under this contract to ensure compliance with the warranty above.

**AZ Contractor Employee Work Eligibility:** By entering into this contract, contractor agrees and warrants compliance with A.R.S. 41-4401, A.R.S. 23-214, the Federal Immigration and Nationality Act (FINA), and all other Federal immigration laws and regulations. Region 10 ESC and/or Region 10 ESC members may request verification of compliance from any contractor or sub contractor performing work under this contract. Region 10 ESC and Region 10 ESC members reserve the right to confirm compliance. In the event that Region 10 ESC or Region 10 ESC members suspect or find that any contractor or subcontractor is not in compliance, Region 10 ESC may pursue any and all remedies allowed by law, including but not limited to suspension of work, termination of contract, suspension and/or debarment of the contractor. All cost associated with any legal action will be the responsibility of the contractor.

**AZ Non-Compliance:** All federally assisted contracts to members that exceed \$10,000.00 may be terminated by the federal grantee for noncompliance by contractor. In projects that are not federally funded, Respondent must agree to meet any federal, state or local requirements as necessary. In addition, if compliance with the federal regulations increases the contract costs beyond the agreed on costs in this solicitation, the additional costs may only apply to the portion of the work paid by the federal grantee.

**Registered Sex Offender Restrictions (Arizona):** For work to be performed at an Arizona school, contractor agrees that no employee or employee of a subcontractor who has been adjudicated to be a registered sex offender will perform work at any time when students are present, or reasonably expected to be present. Contractor agrees that a violation of this condition shall be considered a material breach and may result in the cancellation of the purchase order at the Region 10 ESC member's

discretion. Contractor must identify any additional costs associated with compliance to this term. If no costs are specified, compliance with this term will be provided at no additional charge.

**Offshore Performance of Work Prohibited:** Due to security and identity protection concerns, direct services under this contract shall be performed within the borders of the United States.

**Terrorism Country Divestments:** In accordance with A.R.S. 35-392, Region 10 ESC and Region 10 ESC members are prohibited from purchasing from a company that is in violation of the Export Administration Act. By entering into the contract, contractor warrants compliance with the Export Administration Act.

The undersigned hereby accepts and agrees to comply with all statutory compliance and notice requirements listed in this document.



11-10-2021

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Signature of Respondent

Date

**PROPOSAL FORM 17: OWNERSHIP DISCLOSURE FORM (N.J.S. 52:25-24.2)**

Pursuant to the requirements of P.L. 1999, Chapter 440 effective April 17, 2000 (Local Public Contracts Law), the Respondent shall complete the form attached to these specifications listing the persons owning 10 percent (10%) or more of the firm presenting the proposal.

**Company Name:** True North Consulting Group

**Street:** 3408 Hillcrest Drive

**City, State, Zip Code:** Waco, TX 76708

**Complete as appropriate:**

I \_\_\_\_\_, certify that I am the sole owner of \_\_\_\_\_, that there are no partners and the business is not incorporated, and the provisions of N.J.S. 52:25-24.2 do not apply.

**OR:**

I \_\_ Russ Johnson \_\_\_\_\_, a partner in \_\_ True North Consulting Group \_\_\_\_\_, do hereby certify that the following is a list of all individual partners who own a 10% or greater interest therein. I further certify that if one (1) or more of the partners is itself a corporation or partnership, there is also set forth the names and addresses of the stockholders holding 10% or more of that corporation's stock or the individual partners owning 10% or greater interest in that partnership.

**OR:**

I \_\_\_\_\_, an authorized representative of \_\_\_\_\_, a corporation, do hereby certify that the following is a list of the names and addresses of all stockholders in the corporation who own 10% or more of its stock of any class. I further certify that if one (1) or more of such stockholders is itself a corporation or partnership, that there is also set forth the names and addresses of the stockholders holding 10% or more of the corporation's stock or the individual partners owning a 10% or greater interest in that partnership.

**(Note: If there are no partners or stockholders owning 10% or more interest, indicate none.)**

Name	Address	Interest
Tony Chojnowski	3408 Hillcrest Drive, Waco, TX 76708	18.5%
<hr/>		
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I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.



Chief Executive Officer

11-10-2021

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**Authorized Signature and Title**

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**Date**

**PROPOSAL FORM 18: NON-COLLUSION AFFIDAVIT**

Form is completed to the best of our ability. We do not have access to a New Jersey Notary.

**Company Name: True North Consulting Group**

**Street: 3408 Hillcrest Drive**

**City, State, Zip Code: Waco, TX 76708**

*State of New Jersey*

*County of \_\_\_\_\_*

I, Russ Johnson \_\_\_\_\_ of the Waco \_\_\_\_\_  
Name City

in the County of McLennan \_\_\_\_\_, State of  
Texas \_\_\_\_\_ of full age, being duly sworn according to law on my  
oath depose and say that:

I am the Chief Executive Officer \_\_\_\_\_ of the firm of True North Consulting Group \_\_\_\_\_  
Title Company Name

*the Respondent making the Proposal for the goods, services or public work specified under the Harrison Township Board of Education attached proposal, and that I executed the said proposal with full authority to do so; that said Respondent has not directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above proposal, and that all statements contained in said bid proposal and in this affidavit are true and correct, and made with full knowledge that the Harrison Township Board of Education relies upon the truth of the statements contained in said bid proposal and in the statements contained in this affidavit in awarding the contract for the said goods, services or public work.*

*I further warrant that no person or selling agency has been employed or retained to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by*



Chief Executive Officer

\_\_True North Consulting Group\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Authorized Signature & Title

Subscribed and sworn before me

this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public of New Jersey

My commission expires \_\_\_\_\_, 20\_\_\_\_

SEAL

**PROPOSAL FORM 19: AFFIRMATIVE ACTION AFFIDAVIT (P.L. 1975, C.127)**

**Company Name: True North Consulting Group**

**Street: 3408 Hillcrest Drive**

**City, State, Zip Code: Waco, TX, 76708**

**Bid Proposal Certification:**

*Indicate below your compliance with New Jersey Affirmative Action regulations. Your proposal will be accepted even if you are not in compliance at this time. No contract and/or purchase order may be issued, however, until all Affirmative Action requirements are met.*

**Required Affirmative Action Evidence:**

*Procurement, Professional & Service Contracts (Exhibit A)*

**Vendors must submit with proposal:**

1. A photo copy of their Federal Letter of Affirmative Action Plan Approval

OR

2. A photo copy of their Certificate of Employee Information Report

OR

3. A complete Affirmative Action Employee Information Report (AA302)

**Public Work – Over \$50,000 Total Project Cost:**

A. No approved Federal or New Jersey Affirmative Action Plan. We will complete Report Form

\_\_\_\_\_  
AA201-A upon receipt from the Harrison Township Board of Education

B. Approved Federal or New Jersey Plan – certificate enclosed \_\_\_\_\_

I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.



Chief Executive Officer

11-10-2021

\_\_\_\_\_  
**Authorized Signature and Title**

\_\_\_\_\_  
**Date**

**P.L. 1995, c. 127 (N.J.A.C. 17:27)**

**MANDATORY AFFIRMATIVE ACTION LANGUAGE**

**PROCUREMENT, PROFESSIONAL AND SERVICE CONTRACTS**

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

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. The contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this non-discrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisement for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation.

The contractor or subcontractor, where applicable, will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to attempt in good faith to employ minority and female workers trade consistent with the applicable county employment goal prescribed by N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time or in accordance with a binding determination of the applicable county employment goals determined by the Affirmative Action Office pursuant to N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time.

The contractor or subcontractor agrees to inform in writing appropriate recruitment agencies in the area, including employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the state of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

The contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and lay-off to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and conform with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor and its subcontractors shall furnish such reports or other documents to the Affirmative Action Office as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Affirmative Action Office for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code (NJAC 17:27).



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Signature of Procurement Agent



## PROPOSAL FORM 20: C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

### Public Agency Instructions

This page provides guidance to public agencies entering into contracts with business entities that are required to file Political Contribution Disclosure forms with the agency. **It is not intended to be provided to contractors.** What follows are instructions on the use of form local units can provide to contractors that are required to disclose political contributions pursuant to N.J.S.A. 19:44A-20.26 (P.L. 2005, c. 271, s.2). Additional information is available in Local Finance Notice 2006-1 ([https://www.nj.gov/dca/divisions/dlgs/resources/lfns\\_2006.html](https://www.nj.gov/dca/divisions/dlgs/resources/lfns_2006.html)).

1. The disclosure is required for all contracts in excess of \$17,500 that are **not awarded** pursuant to a “fair and open” process (N.J.S.A. 19:44A-20.7).
2. Due to the potential length of some contractor submissions, the public agency should consider allowing data to be submitted in electronic form (i.e., spreadsheet, pdf file, etc.). Submissions must be kept with the contract documents or in an appropriate computer file and be available for public access. **The form is worded to accept this alternate submission.** The text should be amended if electronic submission will not be allowed.
3. The submission must be **received from the contractor and** on file at least 10 days prior to award of the contract. Resolutions of award should reflect that the disclosure has been received and is on file.
4. The contractor must disclose contributions made to candidate and party committees covering a wide range of public agencies, including all public agencies that have elected officials in the county of the public agency, state legislative positions, and various state entities. The Division of Local Government Services recommends that contractors be provided a list of the affected agencies. This will assist contractors in determining the campaign and political committees of the officials and candidates affected by the disclosure.
  - a) The Division has prepared model disclosure forms for each county. They can be downloaded from the “County PCD Forms” link on the Pay-to-Play web site at [https://www.state.nj.us/dca/divisions/dlgs/programs/pay\\_2\\_play.html](https://www.state.nj.us/dca/divisions/dlgs/programs/pay_2_play.html) They will be updated from time-to-time as necessary.
  - b) A public agency using these forms **should edit them to properly reflect the correct legislative district(s)**. As the forms are county-based, **they list all legislative districts** in each county. **Districts that do not represent the public agency should be removed from the lists.**
  - c) Some contractors may find it easier to provide a single list that covers all contributions, regardless of the county. These submissions are appropriate and should be accepted.
  - d) The form may be used “as-is”, subject to edits as described herein.
  - e) The “Contractor Instructions” sheet is intended to be provided with the form. It is recommended that the Instructions and the form be printed on the same piece of paper. The form notes that the Instructions are printed on the back of the form; where that is not the case, the text should be edited accordingly.
  - f) The form is a Word document and can be edited to meet local needs, and posted for download on web sites, used as an e-mail attachment, or provided as a printed document.
5. It is recommended that the contractor also complete a “Stockholder Disclosure Certification.” This will assist the local unit in its obligation to ensure that contractor did not make any prohibited contributions to the committees listed on the Business Entity Disclosure Certification in the 12 months prior to the contract. (See Local Finance Notice 2006-7 for additional information on this

obligation) A sample Certification form is part of this package and the instruction to complete it is included in the Contractor Instructions. **NOTE: This section is not applicable to Boards of Education.**

## **C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM**

### **Contractor Instructions**

Business entities (contractors) receiving contracts from a public agency that are NOT awarded pursuant to a “fair and open” process (defined at N.J.S.A. 19:44A-20.7) are subject to the provisions of P.L. 2005, c. 271, s.2 (N.J.S.A. 19:44A-20.26). This law provides that 10 days prior to the award of such a contract, the contractor shall disclose contributions to:

1. any State, county, or municipal committee of a political party
2. any legislative leadership committee\*
3. any continuing political committee (a.k.a., political action committee)
4. any candidate committee of a candidate for, or holder of, an elective office:
  1. of the public entity awarding the contract
  2. of that county in which that public entity is located
  3. of another public entity within that county
  4. or of a legislative district in which that public entity is located or, when the public entity is a county, of any legislative district which includes all or part of the county. The disclosure must list reportable contributions to any of the committees that exceed \$300 per election cycle that were made during the 12 months prior to award of the contract. See N.J.S.A. 19:44A-8 and 19:44A-16 for more details on reportable contributions.

N.J.S.A. 19:44A-20.26 itemizes the parties from whom contributions must be disclosed when a business entity is not a natural person. This includes the following:

5. individuals with an “interest” ownership or control of more than 10% of the profits or assets of a business entity or 10% of the stock in the case of a business entity that is a corporation for profit
6. all principals, partners, officers, or directors of the business entity or their spouses
7. any subsidiaries directly or indirectly controlled by the business entity
8. IRS Code Section 527 New Jersey based organizations, directly or indirectly controlled by the business entity and filing as continuing political committees, (PACs). When the business entity is a natural person,

“a contribution by that person’s spouse or child, residing therewith, shall be deemed to be a contribution by the business entity.” [N.J.S.A. 19:44A-20.26(b)] The contributor must be listed on the disclosure. Any business entity that fails to comply with the disclosure provisions shall be subject to a fine imposed by ELEC in an amount to be determined by the Commission which may be based upon the amount that the business entity failed to report. The enclosed list of agencies is provided to assist the contractor in identifying those public agencies whose elected official and/or candidate campaign committees are affected by the disclosure requirement. It is the contractor’s responsibility to identify the specific committees to which contributions may have been made and need to be disclosed. The disclosed information may exceed the minimum

requirement. The enclosed form, a content-consistent facsimile, or an electronic data file containing the required details (along with a signed cover sheet) may be used as the contractor's submission and is disclosable to the public under the Open Public Records Act. The contractor must also complete the attached Stockholder Disclosure Certification. This will assist the agency in meeting its obligations under the law.

**NOTE: This section does not apply to Board of Education contracts.**

\* N.J.S.A. 19:44A-3(s): "The term "legislative leadership committee" means a committee established, authorized to be established, or designated by the President of the Senate, the Minority Leader of the Senate, the Speaker of the General Assembly or the Minority Leader of the General Assembly pursuant to section 16 of P.L.1993, c.65 (C.19:44A-10.1) for the purpose of receiving contributions and making expenditures."

### C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26

**This form or its permitted facsimile must be submitted to the local unit no later than 10 days prior to the award of the contract.**

#### Part I – Vendor Information

Vendor Name:	True North Consulting Group		
Address:	3408 Hillcrest Drive		
City:	Waco	State: TX	Zip: 76708

The undersigned being authorized to certify, hereby certifies that the submission provided herein represents compliance with the provisions of N.J.S.A. 19:44A-20.26 and as represented by the Instructions accompanying this form.



Russ Johnson

Chief Executive Officer

Signature

Printed Name

Title

#### Part II – Contribution Disclosure

Disclosure requirement: Pursuant to N.J.S.A. 19:44A-20.26 this disclosure must include all reportable political contributions (more than \$300 per election cycle) over the 12 months prior to submission to the committees of the government entities listed on the form provided by the local unit. ☐ Check here if disclosure is provided in electronic form.

Contributor Name	Recipient Name	Date	Dollar Amount
			\$


☐ Check here if the information is continued on subsequent page(s)

**Continuation Page**

C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26

Page \_\_\_\_ of \_\_\_\_\_

Vendor Name:

Contributor Name	Recipient Name	Date	Dollar Amount
			\$


☐ Check here if the information is continued on subsequent page(s)
**List of Agencies with Elected Officials**  
**Required for Political Contribution Disclosure N.J.S.A. 19:44A-20.26**
**County Name:**

State: Governor, and Legislative Leadership Committees  
 Legislative District #s:  
 State Senator and two members of the General Assembly per district.

County:
 

Freeholders
 County Clerk
 Sheriff

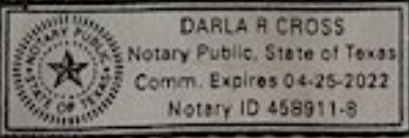
 {County Executive}
 Surrogate

Municipalities (Mayor and members of governing body, regardless of title):

**USERS SHOULD CREATE THEIR OWN FORM, OR DOWNLOAD FROM [WWW.NJ.GOV/DCA/LGS/P2P](http://WWW.NJ.GOV/DCA/LGS/P2P) A COUNTYBASED, CUSTOMIZABLE FORM.**

**PROPOSAL FORM 21: STOCKHOLDER DISCLOSURE CERTIFICATION**

**Name of Business: True North Consulting Group**

<b>Name of Business:</b>		
<input checked="" type="checkbox"/> I certify that the list below contains the names and home addresses of all stockholders holding 10% or more of the issued and outstanding stock of the undersigned.		
<b>OR</b>		
<input type="checkbox"/> I certify that no one stockholder owns 10% or more of the issued and outstanding stock of the undersigned.		
<b>Check the box that represents the type of business organization:</b>		
<input type="checkbox"/> Partnership	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Limited Liability Partnership
<input type="checkbox"/> Corporation	<input checked="" type="checkbox"/> Limited Liability Corporation	<input type="checkbox"/> Subchapter S Corporation
<b>Sign and notarize the form below, and, if necessary, complete the stockholder list below.</b>		
<b>Stockholders:</b>		
Name: <u>Russ Johnson</u>		Name:
Home Address: <u>164 Rancho Lorena Dr.</u> <u>Lorena, TX 76655</u>		Home Address:
Name: <u>Tom Chojnowski</u>		Name:
Home Address: <u>154 Cottonwood Circle</u> <u>Crawford, TX 76638</u>		Home Address:
Name:		Name:
Home Address:		Home Address:
Subscribed and sworn before me this <u>11</u> day of <u>November</u> , 2021		<u>Darla P. Cross</u> (Affiant)
(Notary Public)		<u>Darla R. Cross - School Secretary</u> (Print name & title of affiant)
My Commission Expires: <u>04/25/2022</u>		(Corporate Seal)

## PROPOSAL FORM 22: GENERAL TERMS AND CONDITIONS ACCEPTANCE FORM

*Signature on the Vendor Contract Signature form certifies complete acceptance of the General Terms and Conditions in this solicitation, except as noted below (additional pages may be attached, if necessary).*

### **Check one of the following responses to the General Terms and Conditions:**

☒ We take no exceptions/deviations to the general terms and conditions

*(Note: If none are listed below, it is understood that no exceptions/deviations are taken.)*

☐ We take the following exceptions/deviations to the general terms and conditions. All exceptions/deviations must be clearly explained. Reference the corresponding general terms and conditions that you are taking exceptions/deviations to. Clearly state if you are adding additions terms and conditions to the general terms and conditions. Provide details on your exceptions/deviations below:

*(Note: Unacceptable exceptions shall remove your proposal from consideration for award. Region 10 ESC shall be the sole judge on the acceptance of exceptions/deviations and the decision shall be final.)*

## PROPOSAL FORM 23: EQUALIS GROUP ADMINISTRATION AGREEMENT

### Requirements for Master Agreement To be administered by Equalis Group

**Attachment A, Equalis Group Administrative Agreement** is used in administering Master Agreements with Region 10 and is preferred by Equalis Group. Redlined copies of this agreement should not be submitted with the response. Should a respondent be recommended for award, this agreement will be negotiated and executed between Equalis Group and the respondent. **Respondents must select one of the following options for submitting their response.**

- ☒ Respondent agrees to all terms and conditions outlined in each of the Administration Agreement.
- ☐ Respondent wishes to negotiate directly with Equalis Group on terms and conditions outlined in the Administration Agreement. Negotiations will commence after sealed Proposals are opened and Region 10 has determined the respondent met all requirements in their response and may be eligible for award.



**PROPOSAL FORM 24: OPEN RECORDS POLICY ACKNOWLEDGEMENT AND ACCEPTANCE**  
**OPEN RECORDS POLICY ACKNOWLEDGMENT AND ACCEPTANCE**

Be advised that all information and documents submitted will be subject to the Public Information Act requirements governed by Chapter 552 of the Texas Government Code.

Because contracts are awarded by a Texas governmental entity, all responses submitted are subject to release as public information after contracts are executed. If a Respondent believes that its response, or parts of its response, may be exempted from disclosure to the public, the Respondent must specify page-by-page and line-by-line the parts of the response, which it believes, are exempted from disclosure. In addition, the Respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s). Respondent must provide this information on the "Acknowledgement and Acceptance to Region 10 ESC's Public Information Act Policy" form found on the next page of this solicitation. Any information that is unmarked will be considered public information and released, if requested under the Public Information Act.

The determination of whether information is confidential and not subject to disclosure is the duty of the Office of Attorney General (OAG). Region 10 ESC must provide the OAG with the information requested in order for the OAG to render an opinion. In such circumstances, Respondent will be notified in writing that the material has been requested and delivered to the OAG. Respondent will have an opportunity to make arguments to the OAG in writing regarding the exception(s) to the TPIA that permit the information to be withheld from public disclosure. Respondents are advised that such arguments to the OAG must be specific and well-reasoned--vague and general claims to confidentiality by the Respondent are generally not acceptable to the OAG. Once the OAG opinion is received by Region 10 ESC, Region 10 ESC must comply with the opinions of the OAG. Region 10 ESC assumes no responsibility for asserting legal arguments on behalf of any Respondent. Respondents are advised to consult with their legal counsel concerning disclosure issues resulting from this procurement process and to take precautions to safeguard trade secrets and other proprietary information.

After completion of award, these documents will be available for public inspection.

**Signature below certifies complete acceptance of Region 10 ESC's Open Records Policy, except as noted below (additional pages may be attached, if necessary). Check one of the following responses to the Acknowledgment and Acceptance of Region 10 ESC's Open Records Policy below:**

☒ We acknowledge Region 10 ESC's Public Information Act policy and declare that no information submitted with this proposal, or any part of our proposal, is exempt from disclosure under the Public Information Act.

*(Note: All information believed to be a trade secret or proprietary must be listed below. It is further understood that failure to identify such information, in strict accordance with the instructions below, will result in that information being considered public information and released, if requested under the Public Information Act.)*

☐ We declare the following information to be a trade secret or proprietary and exempt from disclosure under the Public Information Act.

*(Note: Respondent must specify page-by-page and line-by-line the parts of the response, which it believes, are exempt. In addition, Respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s).)*

11-10-2021

\_\_\_\_\_  
Date



\_\_\_\_\_  
Authorized Signature & Title

**PROPOSAL FORM 25: VENDOR CONTRACT AND SIGNATURE FORM**

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this proposal in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

**VENDORS MUST SUBMIT THIS FORM COMPLETED AND SIGNED WITH THEIR RESPONSE TO BE CONSIDERED**

Company name: True North Consulting Group

Address: 3408 Hillcrest Drive

City/State/Zip: Waco, TX 76708

Telephone No.: 888.650.4580

Fax No.

Email address: sales@tncg.com

Printed name: Russ Johnson

Position with company: Chief Executive Officer

Authorized signature:



Term of contract January 1, 2022 to December 31, 2024

Unless otherwise stated, all contracts are for a period of three (3) years with an option to renew annually for an additional two (2) years if agreed to by Region 10 ESC. Vendor shall honor all administrative fees for any sales made based on the contract whether renewed or not.

Region 10 ESC Authorized Agent

Date

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Print Name

**Equalis Group Contract Number** \_\_\_\_\_

