PROPOSAL FOR INTERNET AND TECHNOLOGY CONSULTING SERVICES

(ESCNJ RFP 18/19-18)

SUBMITTED TO THE EDUCATIONAL SERVICES COMMISSION OF NEW JERSEY

(CO-OP# 65MCESCCPS)

BY DELLICKER STRATEGIES, LLC

Title Page

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CONTENTS

Dellicker Strategies is pleased to present this proposal for Internet and Technology Consulting Services to the Educational Services Commission of New Jersey (ESCNJ). Dellicker has a 14-year track record helping K-12 schools, colleges and universities, libraries, municipalities and non-profit organizations improve their technology infrastructure. Dellicker already has helped hundreds of schools and municipalities in New Jersey purchase more cost-effective Internet access and can help hundreds more.

Dellicker proposes three different types of Internet and Technology Consulting Services: Technology Assessments, Procurement Solutions and Technology Management Services. These offerings are structured differently for purchase by the ESCNJ (for statewide consortium purposes) and by individual consortium members (for district and enterprise purposes). A summary of the offerings is as follows:

Offerings Available to ESCNJ: Dellicker proposes certain services and solutions specifically for ESCNJ:

1. **Statewide Cooperative Technology Assessment.** This report will analyze current Internet and Technology Consulting Services available for consortium purchasing by ESCNJ members against future requirements, especially for Category One and Category Two E-Rate services. Results will be used to refine existing cooperative contracts and execute new procurements that allow members to take full advantage of expiring and emerging E-Rate funding opportunities.

2. A **Statewide Cooperative Data Security Technology Assessment** is an optional add-on.

3. **Statewide Cooperative Procurements.** Over the course of the next three years, ESCNJ will need to expand and rebid its consortium offerings to its members for Category One E-Rate services, Category Two E-Rate services and other related Internet and Technology service offerings. Dellicker will oversee a three-year process for executing a series of Requests for Proposals (RFPs) that keep ESCNJ's cooperative purchasing portfolio affordable, accessible and relevant to emerging requirements.

4. **Technology Management Services.** Dellicker helps keep the day-to-day administration of procurement contracts off-the-plate of busy executives and in-the-hands of technical experts. Over the three-year term, Dellicker will assist with contract compliance issues and answer member questions. The company will maintain the currency of the original technology assessment and annual procurement plan. And, the company will provide communications support for all matters relating to ESCNJ's Internet and technology programming.

The offerings above may be purchased ala carte, but the best value is as a bundle. The bottom line price for all three services over three years is $238.406.40 per year. This is a 30% discount from normal rates. In addition, Dellicker is offering a performance-based service specific to ESCNJ:

5. **New Jersey Digital Readiness for Learning and Assessment Program (NJDRLAP) Audit.** Dellicker will compare reported revenues from NJDRLAP vendors against actual spending from ESCNJ members to identify discrepancies. ESCNJ would pay Dellicker 20% of fees recovered.

Offerings Available to Members: Dellicker proposes services for ESCNJ members available statewide:

6. **District/Enterprise Technology Assessments District.** The district version of the Technology Assessment, this comprehensive report will evaluate multiple aspects of a district or municipality's technology infrastructure, with specific recommendations for improvement.

7. A **District/Enterprise Data Security Assessment** is an optional add-on.

8. **District/Enterprise Procurement Solutions.** Once technology deficiencies are identified, Dellicker will help districts and municipalities procure the technologies necessary to fill the gaps and achieve the required technology capabilities. This offering includes procurements for E-Rate Category One updates, expansions and renewals, E-Rate Category Two purchases that maximize available funding, and other technology component procurements as required. Dellicker will use ESCNJ member cooperative contracts where appropriate and prepare new RFPs as required.

9. **District/Enterprise Technology Management Services.** This district/enterprise management offering is designed to make technology leadership easier for schools and municipalities. Dellicker will assist with compliance issues, provide updates to the enterprise technology assessment and procurement plan, and assist with stakeholder communications as required.

Dellicker offers a comprehensive solution for $99,998.00 annually to any district that seeks to incorporate all components over three years, plus multiple ala cart options for members to consider.

Offerings Available to ESCNJ and Members: Dellicker also has options for ESCNJ and its Members:

10. **Voice and Data Audits.** This performance-based offering includes an audit of enterprise voice and data contracts to uncover opportunities to save money. If Dellicker finds cost savings, the client will share 40% of the documented savings. There is no up-front fee.

11. **Ala Carte Procurement Solutions.** If a comprehensive procurement solution is not required, Dellicker can customize procurement solutions based on scope and services for an hourly fee.

12. **Professional Development Services.** For an hourly fee, Dellicker will deliver specialty training to ESCNJ and its members in subjects related to Internet and technology infrastructure as required.

13. **Continuous Improvement Services.** Dellicker also provides continuous improvement programming related to Internet and technology infrastructure, for an hourly fee.

In delivering these services and solutions, Dellicker intends to work with three outstanding organizations that provide additional resources and specialty expertise. Luzerne Intermediate Unit 18 is a longstanding partner of Dellicker's with a record of success in conducting technology assessments and procurements. Mazars USA is a worldwide consulting group with extensive experience in telecommunications and data security. DaVinci Group will assist Dellicker's team in voice and data consulting specialties. Of course, Dellicker is responsible for all deliverables and will provide the high level of service our clients expect.

We are grateful for this opportunity and look forward to a productive partnership with ESCNJ.

Section 1 - General Instructions to Contractors

These documents constitute an invitation for receipt of sealed proposals from qualified Internet and Technology Consulting Services companies (hereafter named Contractor) to provide Internet and Technology Consulting Services to school districts and other participating public entities throughout New Jersey. **Affirmed.**

A. **Purpose:** The purpose and intent of this RFP is to solicit sealed proposals from responsible firms that provide Internet and Technology Consulting Services as specified in this RFP. **Affirmed.**

B. **Procurement Method:** The ESCNJ will be utilizing the RFP process. As such, the ESCNJ will award the contract or contracts to the highest scoring, most qualified and responsible Contractor or Contractors. To be awarded, the proposer must conform in all material respects to the terms and conditions, specifications, scope of work, legal requirements, and other provisions of this RFP. The ESCNJ reserves the right to waive informalities in a proposal. **Affirmed.**

C. **Background:** The ESCNJ is a statewide purchasing cooperative for school districts and other public agencies in New Jersey. To the maximum extent possible, the ESCNJ is seeking one or more contractors that are able to provide a cost-effective solution for the needs of NJ school districts or other members. **Affirmed.**

D. **Statement of Needs:** The successful respondent(s) will perform Internet and Technology Consulting Services for the ESCNJ and its Members. Services should include reviewing current internet services and technology to assist in implementing members technology plans. **Affirmed.**

E. **Estimated Timeline of Events: Affirmed.**

Event	Date
Release of RFP	June 19, 2018
Final Contractor Questions Due	June 27, 2018
Final Answer to Contractor Questions	June 29, 2018
Proposal Responses Due/ Proposal Opening	July 11, 2018
ESCNJ Awards Contract	July 28, 2018
Contractor Starts Services	July 30, 2018

F. **Acceptance of Proposals and Validity Period:** The ESCNJ reserves the right to accept or reject all proposals, to waive any informalities, and to award the contract to the company or companies that is/are the highest scoring, most qualified and responsible Contractor(s). Submission of a proposal will signify the Contractor's agreement that its proposal and the content thereof are valid for sixty (60) days following the submission deadline unless otherwise agreed to in writing by both parties. The Contractor's proposal response and this RFP will become part of the contract between the ESCNJ and the successful Contractor. Conditional or alternate proposals will not be accepted. **Affirmed.**

G. Submission of Proposals: Proposal modifications or corrections thereof received after the closing date for the receipt of proposals will not be considered. The ESCNJ is not liable for any errors or misinterpretations made by the Contractor in responding to this RFP. Contractor shall be solely responsible for delivery of the proposals as specified in the RFP. The ESCNJ bears no responsibility for proposals that are improperly mailed, misdirected or for problems associated with third party carriers. **Affirmed.**

1. **Proposal Submission:** All proposals shall be submitted with one complete original proposal and one complete copy proposal and one digital copy in a sealed container. Be sure to include all the required proposal forms of this RFP. All proposals submitted in response to this RFP must be submitted at the sole expense of the Contractor, whether or not any agreement is signed as a result of this RFP. Contractors will pay all costs associated with the preparation of Proposals. **Affirmed.**

2. **Scope of Proposal and Proposal:** Contractor certifies that he has carefully examined and understands the general conditions, instructions, specifications, schedules and addenda, if any, that are prepared under the direction of the ESCNJ are a part of the proposal; and the Contractor will, if successful in this proposal, furnish and deliver the goods and services at the times specified and at the proposal prices. Contractors are cautioned to make a full and complete proposal, including the provision for any price variations that may be required by the Contractor during the life of the contract. **Affirmed.**

3. **Obligation of Contractor:** At the time of the opening of proposals, each Contractor will be presumed to have read, and to be thoroughly familiar with the contract documents (including Addenda, if any). The failure or neglect of any Contractor to receive or examine any form, instrument or document shall in no way relieve any Contractor from any obligation in respect to its proposal. Failure of any Contractor to receive any Addenda shall not relieve the Contractor from any obligation under its proposal as submitted. In addition, a failure on the part of any Contractor to acknowledge receipt of addenda will result in disqualification of the proposal. Addenda so issued shall become part of the Contract documents. Contractors are advised that terms and conditions set forth herein will be rigidly enforced. **Affirmed.**

4. **Examination of RFP Specifications:** The Contractor shall examine the contents of the RFP specifications or other documents issued by the ESCNJ in conjunction with this RFP. The Contractor shall assure itself that all pages of the specifications and other referenced documents are included in the documents obtained for responding purposes. **Affirmed.**

5. If any part of the specifications and other documents are incomplete, the Contractor shall notify the ESCNJ *in writing* in order to obtain any missing pages or other documents. The lack of such written notification by the Contractor will be construed as evidence that the specifications and other documents supplied it for response purposes are full and complete and as a waiver of any subsequent claim to the contrary. **Affirmed.**

6. **Alternate Proposals**: Alternate proposals will not be considered. An alternate is considered to be a proposal that does not comply with the minimum provisions of this RFP and the scope of work and service to be provided. **Affirmed.**

7. **Geographic Limitation of Contractor**: If a Contractor is unable to provide services throughout the entire State of New Jersey, the proposal must clearly indicate the geographic area that the Contractor proposes to serve in New Jersey. **Affirmed.**

8. **Response Format:** Proposal responses should be prepared simply but completely, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. The Contractor will number all pages of their response. Failure to use the following format may cause the Contractor's proposal to be deemed non-responsive, non-responsible, and cause for rejection of the proposal. **Affirmed.**

H. **Oral Presentation:** The ESCNJ may request any Contractor to give an oral presentation to the ESCNJ. The ESCNJ reserves the right to conduct interviews with all or some of the Proposers at any point during the evaluation process. However, ESCNJ may determine that interviews are not necessary. In the event that interviews are conducted, information provided during the interview process shall be taken into considerations when evaluating firms. These oral presentations are optional at the ESCNJ's discretion. **Affirmed.**

I. **Inquiries, Questions, RFP Interpretation, and Exceptions:** Any question or explanation desired by Contractors must be requested of the ESCNJ in writing. In order to be given consideration, a written request/question must be received by June 29, 2018. No oral interpretation will be made to any company regarding the meaning of the specifications. Written questions will be taken and written answers will be given. Such questions will be made in writing to the Business Administrator or emailed to coop@escnj.k12.nj.us. **Affirmed.**

Any addenda will be emailed to each Contractor, posted on the ESCNJ website and will be on file in the Office of the Business Administrator. If an explanation is necessary, a reply will be made in the form of addenda, a copy of which will be forwarded to each Contractor that has received a set of the RFP documents from the ESCNJ. Contractors must notify the ESCNJ of their name, address, email address, telephone and facsimile numbers in order to receive any addenda. **Affirmed.**

Contractors are expected to examine the specifications and related proposal documents with care and observe all their requirements. Ambiguities, errors or omissions noted by Contractors should be promptly reported in writing to the Business Administrator. Any prospective Contractor that wishes to challenge the RFP specification shall file such challenges in writing with the contracting agent no less than three (3) business days prior to the opening of the proposals. Challenges filed after that time shall be considered void and having no impact on the contracting unit or the award of a contract pursuant to N.J.S.A. 18A 18A-15. In the event the Contractor fails to notify the owner of such ambiguities, errors or omissions, the Contractor shall be bound by the requirements of the specifications and the Contractor's submitted proposal. **Affirmed.**

If the amount shown in words and its equivalent in figures do not agree, the written words will be binding. Ditto marks are not considered writing or printing and should not be used. In the event that there is a discrepancy between the unit prices and the extended totals, the unit prices will prevail. In the event there is an error of the summation of the extended totals, the computation by the ESCNJ of the extended totals will govern. **Affirmed.**

Unless a Contractor submits, with their proposal, a list of exceptions to this RFP or any addenda issued, it shall be assumed there are no exceptions taken to this RFP by the Contractor. **Any exceptions made by any Contractor must be clearly labeled and noted in their Proposal.** Any exceptions made to any material condition of the RFP will be cause for the rejection of the proposal. **Affirmed.**

J. Administrative Fee: The Contractor(s) will be required to remit quarterly to the ESCNJ an administrative fee equal to two percent (2%) of all amounts paid by public entities to the Contractor pursuant to the resulting contract. The Contractor is required to prepare and send to ESCNJ a quarterly report detailing all amounts paid by public entities under the contract. The two percent administrative fee is to be included in the Contractor's Percentage and may not be billed as a separate item to any participating public entity. **Affirmed.**

K. Performance Bond: NA **Affirmed.**

L. The Contractor shall submit monthly invoices and shall seek payment only for actual services provided. Contractor must adjust the invoice to omit any services not actually rendered. **Affirmed.**

M. Contractor Qualifications, Requirements for Being Responsible, and Performance Investigations: The following details the qualifications and requirements the Contractor should meet to be considered a responsible Contractor as well as the criteria used by the ESCNJ to verify the Contractor's references and evaluate its proposal. **Failure to meet these requirements may render the Contractor's proposal to be non-responsive, non-responsible and cause for rejection of the proposal.** Affirmed.

1. **Qualifications and Requirements for being a Responsible Contractor:** This contract will be awarded to the highest scoring, most qualified and responsible Contractor(s). **Affirmed.**

2. **Contractor Requirements:** Responses should be as thorough and detailed as possible so that the ESCNJ may properly evaluate the Contractor's capabilities to provide the required scope of work and services. The requirements for a Contractor in order to be considered responsive and responsible are stated and summarized in this RFP. Proposals not meeting the material requirements of this RFP, may be deemed materially defective and cause for rejection. **Affirmed.**

3. **Performance Investigation**: As part of the evaluation process, the ESCNJ may make inquiries and investigations of the Contractor's customers to determine the ability of the Contractor to provide the services. Any Contractor that omits any requested information or does not comply with this section is subject to having their proposal deemed non-responsive and non-responsible. **Affirmed.**

a) Contractor Performance Expectations: If the Contractor (including any of its subsidiaries, related entities, and parent company) has had a contract terminated for default during the past seven years, all such incidents must be described. "Termination for default" is defined as notice to stop performance due to the Contractor's non-performance or unacceptable performance. Describe the previous terminations for default that have occurred during the past seven years, including the other party's name, address and telephone number. Present the Contractor's position on the matter. Please indicate if the Contractor has experienced no such termination for default in the past seven years. **Dellicker has experienced no such termination.**

b) If the Contractor (including any of its subsidiaries, related entities, and parent company) has had a contract that has ended and was not renewed for any reason, a contract terminated for convenience, non-allocation of funds, or any other reason during the past seven years, describe fully all such non renewals, terminations, including the name, address and telephone number of the former client. **Not applicable.**

4. **Start-Up/Transition Plan:** A successful startup of this contract is essential to its success. For a contractor to be considered to be responsive and responsible, the Contractor must submit with their proposal response a detailed start up/transition plan from pre-planning through the first month. The plan must detail the additional management/resources they will be providing as well as the startup task, any requirements for the public entity, implementation date, estimated completion date, and who is responsible. **Affirmed.**

This plan must be submitted and it must be customized to the startup of this contract. Failure to provide the aforementioned startup/transition plan and the detail may cause the Contractor's proposal to be non-responsive, non-responsible, and cause for rejection of the proposal. **Affirmed. Please refer to Attachment D: Start-Up/Transition Plan.**

N. **Confidentiality:** The Contractor shall comply with, and require that anyone providing the Services on behalf of the Contractor comply with all applicable requirements of Local, County, State and Federal authorities, all applicable Local, County, State and Federal laws, rules, ordinances, regulations and codes and all Board policies, now or hereafter in force and effect to the extent that they directly or indirectly bear upon the subject matters of the resulting Agreement. The Contractor and anyone providing the Services on behalf of the Contractor shall, without limitation of the aforementioned, comply with: (a) the privacy provisions of the Health Insurance Portability and Accountability Act (HIPAA); (b) the confidentiality requirements of N.J.A.C. 6A:32-7.1 et seq., and the Family Education Rights Privacy Act; 34 C.F.R. Part 99, and (c) the anti-discrimination provisions of N.J.S.A. 10:2-1 et seq., the New Jersey Law Against Discrimination, N.J.S.A. 10:5-1 et seq., N.J.S.A. 10:5-31 et seq., N.J.A.C. 17:27-1.1 et seq., N.J.A.C. 6:4-1.6, as re-codified in N.J.A.C. 6A:7-1 et seq., Title VII of the Civil Rights Act of 1964, Title 11 of the American With Disabilities Act of 1990, and the Equal Employment directives of N.J.S.A. 10:5-31 et seq., N.J.AC. 17:27. **Affirmed.**

O. **Subcontracting:** The Contractor must be fully capable of performing the scope of work and services within its own resources and may not assign, transfer, or sublet the contract or any portion thereof without the written consent of the ESCNJ and the public entity. Subcontracting any portion of this contract without written permission to do so will result in the cancellation of the contract and termination thereof. **Affirmed.**

P. **The Contract and Its Award:** Award will be made to the Contractor(s) whose proposal(s) is/are determined to be the highest scoring, most qualified and responsible Contractor(s). The ESCNJ reserves the right to award multiple contracts if it is in the best interests of the public entities to do so. There is no obligation on the part of the ESCNJ to award a contract. The ESCNJ may cancel this RFP, reject proposals or any portion thereof at any time prior to an award. **Affirmed.**

This RFP and the Contractor's response will be made part of the final contract. **Affirmed.**

1. **Term of Contract:** The contract will be for a term of three (3) years, with an option to renew in accordance with New Jersey law. Extensions are subject to the availability and appropriation annually of sufficient funds by the public entity and to the agreement of the Contractor. The contract will commence on July 30, 2018 and continue until July 29, 2021 unless terminated for cause or convenience. **Affirmed.**

2. **Dispute Resolution:** Any and all claims, disputes or other matters in question between the ESCNJ and Contractor or any public entity and the Contractor arising out of or relating to the resulting contract or alleged breach thereof, shall be submitted first to non-binding mediation before a mediator who is mutually acceptable to both parties. The ESCNJ and any participating public entity reserve its rights to seek injunctive or declaratory relief at any time during the term of the Contract. All disputes not resolved by non-binding mediation shall be brought to a court of proper jurisdiction in the ESCNJ's or public entity's venue. **Affirmed.**

3. **Governing Law:** The Agreement shall be governed by and in accordance with the laws of the State of New Jersey, without references to any choice of law or conflicts of law's provisions therein. **Affirmed.**

4. **Assignment:** The rights of the ESCNJ or public entity or Contractor under the Agreement are personal to each party, and neither party shall assign, transfer, hypothecate or otherwise assign its rights or delegate its duties under the resulting contract, whether voluntarily, involuntarily or by operation of law, without the prior written consent of the other party to the Agreement. **Affirmed.**

5. **Independent Contractor:** Contractor is and shall perform its services under the Agreement as an independent contractor and not as the ESCNJ's or public entity's agent, partner or joint venture. Contractor is employed to render the services only, as specified in the resulting contract, and any payments made by a public entity are compensation solely for such services rendered. **Affirmed.**

6. **Certification:** The proposed certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition. The proposer further certifies that the materials, products, services and/or goods offered herein meet all requirements of the stated specifications and are equal in quality, value and performance with highest quality, nationally advertised brand and/or trade names. **Affirmed.**

7. **Termination Clause:** The following language will be incorporated in the contract:

Termination for Cause: If either party fails to comply with any of the obligations required of it in this contract and, following receipt of written notice specifying the failure, fails to remedy and cure such failure within fifteen days, the non-breaching party will have the right to terminate the contract immediately upon giving an additional thirty days prior written notice of intention to terminate the contract. **Affirmed.**

8. **Payment of Invoices:** The Contractor will bill a public entity in monthly duly verified invoices. The Contractor will submit invoices and will seek payment only for actual services provided. Invoices shall detail a current, itemized cumulative and monthly statement. Contractor must adjust the invoice to omit any services not actually rendered. **Affirmed.**

9. **Prevailing Wage Rate Requirements:** DELETED **Affirmed.**

10. **Disposition of Proposals:** All materials submitted in response to this RFP become the property of ESCNJ. Information provided in response to this RFP will be held in confidence and will not be revealed or discussed with competitors. However, one copy of each proposal submitted shall be retained for the official files of the Department and will become public record after award of the Contract. The responses received from this RFP may be distributed, however, by written request pursuant to the Freedom of Information Act of 1996. **Affirmed.**

The Proposer understands that, if selected, ESCNJ reserves the right to provide its opinion publicly and privately regarding performance. **Affirmed.**

11. The public entity will pay all invoices from the Contractor within 60 days of receipt of a properly completed invoice and supportive documentation if submitted five days prior to the current month's public entity meeting. If, during the course of the contract, the work performed does not meet the requirements set forth in the contract, the Contractor will correct or modify the work to comply with the requirements of the contract and the public entity. **Affirmed.**

Q. **Insurance Requirements and Indemnification Language:** The Contractor will furnish each member with certificates of insurance reflecting coverage required by this clause. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf and will name the public entity as an "additional insured". The certificates are to be received and approved by the public entity before work commences. The public entity reserves the right to require complete, certified copies of all required insurance policies at any time. The purpose of insurance will protect the public entity from claims arising out of or resulting from the Contractor's

operations under the Contract and for which the Contractor may be legally liable, whether such operations be by the Contractor or by a sub-Contractor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable. Self-insured contractors will submit an affidavit attesting to their self-insured coverage and will name the public entity as an additional insured. **Affirmed.**

1. *Contractors Liability Insurance:* Contractor shall keep in full force and effect during the term of the resulting contract a Commercial General Liability insurance written on an occurrence-based form in a minimum amount of $1,000,000 per occurrence and $3,000,000 general aggregate as well as $100,000 for property damage liability. Commercial automobile liability in the amount of $1,500,000 per accident, with ESCNJ being named as an additional insured. Coverage will be maintained without interruption from date of commencement of work until date of final payment. **Affirmed.**

2. *Worker's Compensation:* The Contractor will secure and maintain for the life of this agreement, valid New Jersey Worker's Compensation Insurance providing statutory workers compensation coverage, as required by law. **Affirmed.**

3. *Indemnification Language:* The following language will be incorporated into the contract:

The Contractor agrees to indemnify, save and hold harmless the public entity, its departments, agencies, board, officers, officials, agents, servants, administrators and employees, from and against any and all liability arising out of the use of said premises or property, resulting from negligent acts or omissions, whether intentional or unintentional or willful misconduct on the part of the Contractor, the Contractor's agents, servants or subcontractors in the delivery of goods and services, or in the performance of the work under the contract whether such liability is direct or vicarious. Contractor further agrees to indemnify any and all indemnities' for their own negligence, regardless of whether such negligence is responsible wholly or in part for the damages suffered or in the case of lawful termination of the contract by the public entity. This provision shall be construed as broadly in favor of indemnification as permitted by New Jersey law. **Affirmed.**

R. **Affirmative Action Certification:** No contractor may be issued a contract unless it complies with the affirmative action provisions of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27-1 et seq. The following information summarizes in full, required regulatory text, which is included in this RFP. **Affirmed.**

1. Goods and Services (including professional services) Contracts: The successful contractor will submit to the ESCNJ, after notification of award, but prior to execution of a goods and services contract, one of the following three documents:

a) A photocopy of a valid letter that the Contractor is operating under an existing federally approved or sanctioned affirmative action program (good for 1 year from the date of the letter);

b) A photocopy of a Certificate of Employee Information Report approval, issued in accordance with N.J.A.C. 17:27-4; or

c) A photocopy of an Employee Information Report (Form AA 302) provided by the Division and distributed to the public agency to be completed by the Contractor in accordance with N.J.A.C. 12:17-4. **Affirmed. Dellicker has updated the address on file with the Division.**

S. **Americans with Disabilities Act of 1990**: Discrimination on the basis of disability in contracting for the purchase of goods and services is prohibited. Contractors are required to read the Americans with Disabilities language that is included in this specification and agree that the provisions of Title II of the Act are made a part of the contract. The Contractor is obligated to comply with the Act and to hold the public entity harmless. **Affirmed.**

T. **Statement of Ownership: N.J.S.A. 52-25-24.2**: provides that no corporation or partnership will be awarded any contract for the performance of any work or the furnishing of any goods and services, unless, prior to the receipt of the proposal or accompanying the proposal of said corporation or partnership, contractors will submit a statement setting forth the names and addresses of all partners in the partnership who own a ten percent or greater interest therein. The included Statement of Ownership will be completed and attached to the Contractor's proposal. This requirement applies to all forms of corporations and partnerships, including but not limited to, limited partnerships, limited liability corporations, limited liability partnerships and Subchapter S corporations. Failure to submit a stockholder disclosure document will result in rejection of the proposal. **Affirmed.**

U. **Proof of Business Registration, Sales and Use Tax:** N.J.S.A. 52:32-44 requires that each contractor submit proof of business registration with the proposal and to each public entity upon request. Proof of registration will be a copy of the contractor's Business Registration Certificate (BRC). A BRC is obtained from the New Jersey Division of Revenue, to obtain a BRC via the internet go to www.nj.gov/njbgs or by phone (609) 292-1730. N.J.S.A. 52:32-44 imposes the following requirements on contractors and all subcontractors that knowingly provide goods. **Affirmed.**

1. The Contractor will provide written notice to its subcontractors and suppliers to submit proof of business registration to the Contractor;

2. Prior to receipt of final payment from a contracting agency, a contractor must submit to the contracting agency an accurate list of all subcontractors or attest that none were used;

3. During the term of this contract, Contractor and its affiliates will collect and remit, and will notify all subcontractors and their affiliates that they must collect and remit to the Director, New Jersey Division of Taxation, the use tax due pursuant to the Sales and Use Tax Act, (N.J.S.A. 54:32B-1 et seq.) on all sales of tangible personal property delivered into this State. A Contractor, subcontractor or supplier who fails to provide proof of business registration or provides false business registration information will be liable to a penalty of $25.00 for each day of violation, not to exceed $50,000 for each business registration not properly provided or

maintained under a contract with a contracting agency. Information on the law and its requirements is available by calling (800) 292-1730. **Affirmed.**

V. **Non-Collusion Affidavit**: The Affidavit must be properly executed and submitted with the Contractor's proposal. **Affirmed.**

W. **Political Contributions Disclosure Form ("Pay to Play"):** In accordance with Chapter 271, New Jersey Laws of 2005, all vendors must submit with their proposal a list of political contributions, which are reportable and, made by the vendor during the preceding 12 month period. **Affirmed.**

The evaluation criteria that will be used in evaluating proposals are the criteria detailed in the table below. They are weighted based upon importance to ESCNJ. Based upon the score, a Contractor or Contractors may be recommended to the ESCNJ Board for the award of the contract(s). Each area of the evaluation should be addressed in detail in the Contractor's proposal. Criteria provided below:

EVALUATION CRITERIA: Technical, management, and cost related criteria used to evaluate the Contractors	Points
1 – Financial Proposal: What is the cost of services, engagement fee, and any applicable service costs as it relates to the scope of services proposed? How do they compare among Contractors? How are costs structured for proposed services?	40
2 – Management Services: Considers the ability to provide services, operational efficiency, management capabilities, company profile and resumes of those involved, and communication procedures with client. How does respondent assistant in technology procurement?	20
3 – Company Details and References: Considers financial viability, stability, performance investigation, Contractor's loss or reduction of similar services, litigation/pending litigation, relevant experience and list of references.	10
4 – Technical Elements: Considers the Contractor's experience and program overview for services requested, resources, procedures, inspection methodology, processes, hiring practice, compliance, human resources, training structure, technology used, evaluation criteria/process, method used to present findings to client.	10
5 – Implementation Plan: Does the Contractor's implementation plan reflect a rational, reasonable and foreseeable process? Is the plan detailed from pre-planning to final implementation? Does the vendor's plan show a level of experience that would aid in the success of a project? Who is responsible? What is the level of detail in the proposal regarding how an inspection will take place, including, timeframe(s), and scope?	20

- **Dellicker Strategies understands and acknowledges the Evaluation Criteria.**

RFP SCOPE OF SERVICES

This section acknowledges the Scope of Services section of the RFP and describes the specific solutions and services proposed by Dellicker.

BACKGROUND AND PROJECT OBJECTIVES

a. The ESCNJ's mission is to cooperatively serve our members through a continuous effort to explore and solve present and future purchasing needs. Our goals include working to secure multi-member agency volume purchasing contracts with benefits that are measurable, cost-effective and continuously exceed our members' expectations. The ESCNJ is committed to accomplish this mission lawfully and ethically, using leading edge technology and futuristic business practices.

Please note that individual ESCNJ Co-op Members identified below may participate in any contract awarded under this solicitation. However, this does not guarantee or mean that the individual ESCNJ Co-op Members will enter into a contract with any ESCNJ approved vendor. Each ESCNJ Co-op Member will make that determination after reviewing vendor responses and ESCNJ's recommendation for acceptance and contract award. The ESCNJ Co-op Members' contracting decision shall be final.

All operating school districts in New Jersey are eligible for membership in the ESCNJ Cooperative Pricing System, along with other public educational institutions, including public colleges or universities, community colleges, vocational or technical schools, municipal governments, and other governmental and quasi-governmental organizations. A response to this RFP acknowledges that new Co-op Members to the ESCNJ Cooperative Pricing System will be offered the same terms and conditions, as well as the pricing current Co-op Members receive.

- **Dellicker Strategies understands and acknowledges the background and project objectives.**

b. The Educational Services Commission (hereafter referred to as "ESCNJ) is requesting a proposal for the following services:

Internet and Technology Consulting Services

Performance of Internet and Technology Consulting Services for the ESCNJ Members in this Request for Proposal. The ESCNJ requests the contractor to provide consulting services to evaluate members technology needs and evaluate current technology offerings available to the district. This service must include a plan to maximize E-rate Category 2 funds and future E-Rate opportunities. The contractor is to also assist in the procurement of proposed technologies. Technology needs can include but should not be limited to: internet, security, communication systems, and district wide technology offerings. Assessment should be all encompassing and include a thorough inspection, cost estimate, and reporting components to present respondent's findings to a district clearly and accurately.

- **Refer to the Services Offered section beginning on page 16 for a detailed description of proposed services.**

a. The ESCNJ and its Members will be referred to hereafter as the "Client." **Affirmed.**

b. The consulting firm will be referred to throughout this document as the Consultant. **Affirmed.**

c. The Scope of Work defined in this Request for Proposal (hereafter referred to as "RFP") shall be referred to as the Project. **Affirmed.**

d. Deliverables shall include a sample Internet and Technology Consulting Services report with applicable findings, inspections, and summary analysis that would be provided to a client.

Affirmed. A sample is provided in Attachment E. The document is representative and does not obligate either the Client or the Consultant to the specific deliverables included in the Report. Reports delivered pursuant to this RFP do not include planning tool frameworks, professional development content and programming, or customized software licenses associated with the DSdirect platform in the fields of personalized learning and Science, Technology, Engineering and Math (STEM) education.

SCOPE OF WORK – INTERNET AND TECHNOLOGY CONSULTING SERVICES

a. Minimum work requirements:

Consultant must deliver Internet and Technology Consulting Services that at a minimum, addresses the technology needs of the client. The Project should, at minimum, include the following:

- A detailed and intensive site survey of existing conditions for technology currently utilized by the client. Site survey should include but not be limited to current: hard/soft technology costs and installations, existing infrastructure makeup and methodology, communication system structure from endpoint to endpoint.
- Ability to present findings that give the Client a clear understanding of their current technology status including: quality, capacity, and adaptability to more modern offerings.
- Ability to propose upgrade options to the Client based on findings that would allow the client to choose from a list of proposed technology investments.
- The report should be presented by the consultant to the client and be easily accessible and readily available to be viewed and evaluated by the client.
- Ability to provide guidance for districts to procure agreed upon technologies based on current New Jersey State guidelines.
- Guidance on maximizing available E-Rate Category 2 funding or any new E-Rate funding that becomes available.
- Ability to assist the ESCNJ in auditing their co-op contracts for internet and WAN services.

Dellicker will meet and exceed the minimum work requirements. For a complete description of services and solutions proposed, please refer to the Services Offered section beginning on page 16.

CONSULTANT QUALIFICATIONS

a. The Consultant shall be independent.

Dellicker Strategies is independent of Internet and technology component companies and makes recommendations for the sole benefit of the Client.

b. Demonstrated extensive experience in conducting accurate and professional Internet and Technology Consulting services for educational institutions (including K-12 and higher education).

Please refer to the Previous Performance and Experience and Descriptions of Past Projects sections. Besides Dellicker's extensive and well-documented experience with K-12, Dellicker also led multiple large projects with institutions of higher education. In fact, Dellicker has helped different 30 different colleges and universities connect 36 different campus locations in projects worth $4.3 million over more than a decade. Collectively, LIU, Mazars and DaVinci add to Dellicker's capabilities considerably.

c. Minimum insurance of requirements of no less than $1 million in errors and omissions. **Affirmed.**

d. Present sufficient qualified personnel to carry out the project in a timely fashion.

Dellicker has a team of experts in place to get started and will hire new employees as required once the contract is awarded. Dellicker has a 14-year track record of executing Internet and technology consulting projects with a combination of in-house employees and subcontracted specialty expertise. All workers, regardless of status, will be under the direct supervision of Dellicker and Kevin Dellicker.

g. The firm submitting the proposal should not be in the business of selling or manufacturing technology components.

Affirmed. Dellicker does not sell or manufacture technology components.

REQUIRED SUBMITTALS

The Consultant shall submit the following information with the proposal:

INTERNET AND TECHNOLOGY CONSULTING SERVICES CONSULTING QUALIFICATIONS:

i. Years in business: **Fourteen**

ii. Office locations: **One. 8766 Bittners Court, Germansville PA 18053**

iii. Number of full time staff. **Dellicker has one full-time staff member (Kevin Dellicker) and uses subcontractors for additional resources and specialty expertise. Dellicker has 12 subcontractors ready to work in support of this project. Dellicker may use additional subcontractors as required with ESCNJ approval. In addition, Dellicker may hire employees depending on the scope of award.**

Kevin Dellicker and Dellicker Strategies is responsible for the performance of all deliverables.

SERVICES OFFERED

Dellicker is offering three related services to ESCNJ and its members in accordance with the scope of work: Technology Assessments, Procurement Solutions and Technology Management Services. Within each category, Dellicker has options specific to ESCNJ and options applicable to individual members.

A. TECHNOLOGY ASSESSMENTS

Technology Assessments are comprehensive reports that evaluate whether a client's existing Internet and technology infrastructure is sufficient to support current and future requirements, and that offer recommendations about making improvements. Our multi-disciplinary team of experts provides a comprehensive approach to supplement busy client staff. Our services and solutions provide an array of standard and custom options that can assist any client and meet any budget.

The base Technology Assessment includes two integrated components: enterprise infrastructure (fixed and mobile), and personal computing. Clients have the option to add data security assessment for an additional expense. For non-school clients, Dellicker adjusts context and terminology accordingly (e.g. "classroom computing" becomes "office computing").

Information for the assessment is collected through a combination of on-site walkthroughs and self-assessment tools provided by Dellicker. Dellicker understands the unique timelines and requirements of the federal E-Rate program and will adjust timelines and processes to comply with program rules. The two consolidated and one additional components are as follows:

1. ENTERPRISE INFRASTRUCTURE

This looks at the overall client systems in place to support digital applications and effective client information technology operations. For K-12 schools and libraries, most of these components are E-Rate eligible, either Category 1 or Category 2.

- Enterprise Infrastructure
  - External Connectivity (E-Rate Cat 1)
    - Worldwide Access (e.g. Internet)
    - Regional Access (e.g. Regional Wide Area Networks)
    - Specialty Access (e.g. Internet2; Community Networks, etc.)
  - Intra-District (Intra-Enterprise) Connectivity
    - Wide Area Networks (E-Rate Cat 1)
    - Cabling (Antennas, cabling, connectors, and related components used for internal broadband connections) (E-Rate Cat 2)
    - Access Points (Used in a local area network (LAN) or wireless local area network (WLAN) environment (such as wireless access points) (E-Rate Cat 2)
    - Mobile Systems (Wireless controller systems) (E-Rate Cat 2)
  - Networking Equipment (Switches, Routers, Racks) (E-Rate Cat 2)
  - Storage (E-Rate Cat 2)
    - Caching
    - Servers

- - - Cloud-Based Services
  - o Power (Wiring, Uninterruptible Power Supply) (E-Rate Cat 2)
  - o Resiliency
    - Redundancy
    - Backup (Generators/Battery, etc.)
  - o Systems and Protocols
    - Voice/Telephony
  - o Supporting Software (For distributing high-speed broadband throughout buildings) (E-Rate Cat 2)
  - o Infrastructure Support

2. PERSONAL COMPUTING

This component considers the classroom technologies available for students and teachers (or office workers in non-educational environments). Generally, these devices and applications are integral to the organization's information technology systems and should not be purchased separately without consideration of the enterprise infrastructure.

- Classroom Computing
  - o Student Devices
    - Personal Computers
    - Laptops
    - Tablets
    - Bring Your Own Devices
  - o Teacher Devices
  - o Classroom Aids
    - Smartboards
    - Projectors
    - Other
  - o Furniture
  - o Information Applications
  - o Digital Content
  - o Policies and Procedures
  - o Classroom Support

3. DATA SECURITY

This component evaluates critical aspects of the client's network security program.

- Hardware
  - o Firewall
  - o Firewall services and components (separate from basic firewall protection provided as a standard component of a vendor's Internet access service)
- Network Configuration
  - o Firewall Settings
  - o Operating Systems
  - o Routers and Switches

- o Anti-Virus
- Policies and Procedures
  - o Regulatory Compliance
  - o Student Data
  - o Staff Records
  - o Disaster Recovery
- Network Vulnerability
  - o Internal Threats
  - o External Threats
- Social Media

FORMAT

The Technology Assessment is delivered in three formats: a slide deck, an executive summary and a written report similar to the example in Attachment E. The report describes the methodology for compiling and analyzing the information, presents the results and makes recommendations for improvements. All the information is presented in enough detail to be helpful to technical staff but without the use of jargon so that it may be understood by laypersons and board members.

The most important part of the Technology Assessment is the recommendations section. Recommendations are designed to be reasonable, achievable and impactful to the evaluated client.

Often, Dellicker will propose a range of low-cost and high-cost options so clients may economize and make prioritized choices. Wherever practical, Dellicker will present recommendations that maximize the use of Category One and Category Two E-Rate funds.

The Technology Assessment is designed to be a standalone document. Clients may take the recommendations and implement them on their own without any further engagement by or obligation to Dellicker or hire Dellicker for procurement and technology management services.

PROPOSED OFFERINGS: TECHNOLOGY ASSESSMENTS

a. **To ESCNJ:**

1. Statewide Cooperative Technology Assessment (Code A.1-2.a Base)
Dellicker will prepare an Assessment for ESCNJ that compares the most important Internet and technology services needed by ESCNJ members in the first two integrated component categories (enterprise infrastructure and personal computing) against the available ESCNJ cooperative purchasing offerings. The recommendations will identify new ESCNJ cooperative procurements based on market developments and funding opportunities to deliver maximum value to members.

Dellicker recommends the first Assessment focus on taking advantage of Category 1 and Category 2 E-Rate funding for the 2018-19 E-Rate year (procurements executed in fall 2018/winter 2019).

2. Statewide Cooperative Data Security Assessment (Code A.3.a Optional)
The Statewide Cooperative Data Security Assessment is similar to the Base Technology Assessment Offering except it focuses on Data Security. At the end of the Assessment, ESCNJ will have a comprehensive report identifying areas of opportunity to enhance the ESCNJ's procurement portfolio for its members.

3. NJDRLAP Audit (Code A.1.a Optional)
This is a performance-based offering. Dellicker will review reported revenues from the New Jersey Digital Learning and Assessment Project (NJDRLAP) contractors against actual revenues from the NJDRLAP procurements to identify any gaps. Dellicker will be paid a percentage of the recovered fees to ESCNJ. The first audit shall be based on vendor reports received on or prior to July 11, 2018.

b.   **To Members:**

4. District/Enterprise Technology Assessments (Code A.1-2.b Base)
The base district Technology Assessment includes integrated components 1-2 (enterprise infrastructure and personal computing) for a flat rate that includes up to five buildings.

5. District/Enterprise Data Security Assessment (Code A.3.b Optional)
Members will be able to add Component 3 (Data Security) for an additional fee.

c.   **To ESCNJ and Members:**

6. Voice and Data Audits (Code A.1.c Optional)
ESCNJ and Members may purchase a special voice and data audit that is performance-based. Dellicker and its team will conduct a streamlined version of the Technology Assessment that focuses on voice services, and Category One E-Rate services (Internet access and intra-district connectivity). There is no charge for the assessment and Dellicker only will receive payment if cost savings are discovered, documented and realized by the client. Pricing details are in the cost section. This requires at least a district (or enterprise) level of commitment (i.e. not just an individual school).

B. PROCUREMENT SOLUTIONS

Dellicker provides the best value to clients by delivering complete procurement solutions to meet identified gaps in current technology requirements. After completing the Technology Assessment, or after receiving the results of a valid evaluation conducted by the client or a third-party, Dellicker will oversee the process of helping clients purchase the goods and services required to implement the recommendations. This includes guiding the client through a regulatory-compliant process that aims to deliver the highest quality services for the lowest possible price.

Dellicker will help clients identify the best value solutions for each recommended technology component in the Assessment, as required. We will provide special focus on providing guidance that maximizes available E-Rate Category Two funding or any new E-Rate funding that becomes available.

- For E-Rate Category One services, Dellicker will direct clients to existing NJDRLAP contracts wherever appropriate and practical. Otherwise, the company will execute its proven start-to-finish system for buying E-Rate compliant Internet access and telecommunications services.

- For E-Rate Category Two services, Dellicker also will direct clients to existing ESCNJ contracts as available and as E-Rate rules allow. To fill in the gaps, Dellicker will conduct separate procurements following the same basic process as Category One, modified in accordance with E-Rate rules and practical constraints and restraints for Category Two.

- For all other Technology Assessment Components, Dellicker will first direct clients to existing ESCNJ contracts as available and as procurement rules permit, and then will execute new procurements consistent with the steps below.

Dellicker's procurement process has been successfully executed for hundreds of clients in K-12, higher education, healthcare, government, business and the non-profit sector. Dellicker may incorporate applications and tools to streamline the procurements and reduce the time required by administrators. Although each procurement will be different based on the scope, client requirements, technology component and governing rules (e.g. E-Rate), the basic solution follows the following six step plan:

1. CONSOLIDATION

In this phase, Dellicker operationalizes the Assessment Results and organizes the missing components required for the procurement. Dellicker will establish sign-off on the plan and propose timelines and work requirements.

Key interim deliverable:

- Procurement Plan

2. RFP PREPARATION

Dellicker will conduct the initial work to prepare the procurement vehicles. This will almost always require more in-depth work with the client regarding existing capabilities and future requirements.

Key interim deliverables:

- Client, Stakeholder and Vendor Communications (Live or Virtual, as Required)
- Compilation of Technical Specifications

3. RFP DEVELOPMENT

In this step, Dellicker will collect RFP paperwork from clients and prepare the final version of the RFP(s).

Key interim deliverable:

- RFP (or similar procurement document) for client review

4. RFP EXECUTION

During this phase Dellicker will oversee the execution of the RFP (or similar procurement document). Dellicker provides start-to-finish management of the process for the client.

Key interim deliverables:

- RFP vendor communications; Bid analysis; Facilitation of evaluation; vendor selection

5. RFP COMMUNICATIONS AND CONTRACTING

This phase includes the task of communicating results to the client and vendors and compiling all the necessary paperwork to execute the agreements. It also includes assisting with the contracting process to make sure selected vendors are providing goods and services that are consistent with their proposals.

Key interim deliverables:

- Assistance with contracts; Client communications; Technical assistance

6. REPORTING

Dellicker always keeps track of "before-and-after" results so clients can quantify the results of their work. At this point, contracts will be in place and new service will be ready for installation, in accordance with E-Rate requirements as applicable. In this step, Dellicker will compile the information from the procurement to produce a final report on the results. Optional additional communications services to promote and publicize the report also are available.

Final deliverable:

- Project report (annual or as required)

PROPOSED OFFERINGS: PROCUREMENT SOLUTIONS

a. **To ESCNJ:**

7. Statewide Cooperative Procurement. (Code B.1-6.a Base)
Dellicker will prepare one or more procurements targeting prioritized contracting gaps. These procurements will be driven by the Technology Assessments or other validated requirements, and generally will include at least three procurement vehicles:

1) Category One NJDRLAP updates/expansions/renewals (E-Rate)
2) Category Two procurements (E-Rate)
3) Other Technology Component procurements

b. To Members:

8. District/Enterprise Procurement Solutions (Code B.1-6.b Base)
After completing a district Technology Assessment or receiving similar information from the district or a third-party source, Dellicker will execute one or more Category One, Category Two and E-Rate ineligible technology component procurements over the course of a year for the district.

c. To ESCNJ and Members:

9. Ala Carte Procurement Solutions (Code B.1-6.c Optional)
In addition, ESCNJ and Members may purchase Ala Carte procurement services for individual components at the labor rates outlined in the rate sheet. (B.1-6.c Optional)

C. TECHNOLOGY MANAGEMENT SERVICES

Management Services involve ongoing maintenance and continuous improvement services related to Internet and technology programming. Dellicker offers the following Management Services to clients:

1. COMPLIANCE

Dellicker will help respond to information requests from E-Rate administrators, regulatory authorities or client administrators to provide program analysis and retained records for ongoing procurements.

2. ASSESSMENT UPDATES

Annually, Dellicker will update a prior year's Technology Assessment for technical currency, market developments and changes in client priorities. This will ensure the relevancy of the recommendations.

3. PROCUREMENT UPGRADES

Annually, Dellicker will update the Procurement Plan based on the updated Technology Assessment. The plan will drive additional Procurement Solutions to fill in emerging technology gaps as required.

4. COMMUNICATIONS SUPPORT

As required, Dellicker will assist the client in communicating the goals, performance and results of the client's Internet and technology programming to internal and external stakeholders, including assistance with grant applications and funding opportunities for technology related services.

5. PROFESSIONAL DEVELOPMENT

Dellicker will provide customized training programs for clients in various aspects of Internet and technology programming, accessible either online or in-person at the direction of the client.

6. CONTINUOUS IMPROVEMENT

Dellicker will set up and maintain a program of continuous process improvement for key aspects of the client's technology programming. This will include planning tools to get started, training of key personnel and systems for ongoing management of the program, including access to expert advice.

PROPOSED OFFERINGS TECHNOLOGY MANAGEMENT SERVICES:

a. **To ESCNJ:**

   10. Statewide Technology Management Agreement (Code C.1-4.a Base)
   Dellicker will bundle components 1-4 in a management agreement to provide ongoing support to the ESCNJ's statewide Internet and technology operations.

b. **To Members:**

   11. District/Enterprise Technology Management Agreement (Code C.1-4.b Base)
   Dellicker will bundle components 1-4 in a management agreement to provide ongoing support to the district's Internet and technology operations.

c. **To ESCNJ and Members:**

   12. Professional Development Services (Code C.5.c Optional)
   13. Continuous Improvement Services (Code C.6.c Optional)
   Items 5-6 are optional add-ons for ESCNJ or its Members to be purchased separately as required.

<p align="center">***</p>

Dellicker's Technology Assessments, Procurement Solutions and Management Services, nor any other proposed services and solutions, do not include planning tool frameworks, professional development content and programming, and customized software licenses associated with the DSdirect platform in the fields of personalized learning and Science, Technology, Engineering and Math (STEM) education.

Dellicker is not offering E-Rate consulting services as part of its proposal (e.g. helping schools fill out E-Rate forms and paperwork). Dellicker will coordinate with the ESCNJ's E-Rate consultant and E-Rate consultants of member organizations to ensure that they have the relevant information to file forms. Dellicker may employ its own E-Rate consultants to review materials and processes for compliance with E-Rate rules and regulation.

i. Summary of at least three (3) comparable projects in K-12, higher education including scope and generic sample reports/alerts used. The table below lists successful Internet and technology consulting projects completed by Dellicker since the company's founding in 2005. Dellicker has:

    1) Extensive experience leading large, complex technology projects in New Jersey;
    2) Remained consistent and relevant in the field for more than a dozen years; and
    3) Served many different kinds of customers seeking to improve their technology infrastructure:

	Project Name	Year	Value	# Locations
1	Southwest PA Regional WAN	2006	$5,789,000	27
2	Appalachia Regional WAN	2006	$8,600,000	63
3	Lincoln Regional WAN	2006	$3,000,000	37
4	Berks County Regional WAN	2006	$4,259,000	26
5	Williamsport Area WAN	2006	$7,046,000	26
6	Northeastern Pennsylvania WAN	2006	$5,755,000	32
7	Lehigh Valley Regional WAN	2006	$2,551,000	22
8	Lancaster-Lebanon Regional WAN	2007	$2,050,929	19
9	Bucks County Regional WAN	2007	$3,865,189	17
10	Northwestern PA Regional WAN	2007	$11,489,401	52
11	Altoona Area Districts	2007	$1,040,000	15
12	Seneca Highlands Network	2007	$595,000	10
13	Pittsburgh Regional WAN	2008	$8,671,140	46
14	Montgomery County Regional WAN	2008	$1,536,000	12
15	Lincoln WAN Expansion (Libraries)	2008	$1,668,951	58
16	Erie Area Schools	2008	$2,100,325	30
17	Riverview District Network	2008	$1,699,284	17
18	Indiana Regional Schools	2008	$194,242	3
19	Pennsylvania Statewide Network	2008	$7,710,000	20
20	Southwest WAN Expansion	2009	$1,198,820	10
21	Erie WAN Expansion	2009	$244,800	3
22	Riverview WAN Expansion	2009	$1,040,280	10
23	Appalachia WAN Expansion	2009	$884,900	9
24	Berks WAN Expansion	2009	$393,696	5
25	Capitol Area Regional WAN	2009	$3,710,162	27
26	Montgomery Internet Upgrade	2009	$132,300	1
27	Indiana WAN Expansion	2009	$501,000	1
28	Harrisburg Area Community College	2009	$600,000	5
29	Moffitt Healthcare Network	2009	$302,200	4
30	Washington Hospital Network	2009	$800,000	18
31	Mon Valley Hospital Network	2009	$407,960	3
32	Pocono Healthcare Network	2009	$959,580	10
33	Clinton County Network	2010	$342,621	6

34	First Quality Manufacturers Network	2010	$2,470,196	13
35	Somerset County Coal Network	2010	$252,000	14
36	Central PA College Network	2010	$289,440	2
37	Pittsburgh Regional Colleges	2010	$1,742,478	10
38	Lancaster-Lebanon WAN Expansion	2010	$1,133,563	15
39	Montgomery County WAN Expansion	2010	$1,499,000	18
40	Colonial Regional WAN	2010	$4,193,025	23
41	Erie Diocese Regional WAN	2011	$698,956	15
42	Pittsburgh Diocese Regional WAN	2011	$408,649	16
43	Appalachia Network Upgrade	2011	$2,185,438	36
44	Harrisburg Area District Network	2011	$95,968	2
45	Bucks Non-Public School Network	2011	$223,000	3
46	Montgomery Non-Public School Network	2011	$459,806	7
47	Delaware County Network Upgrade	2011	$79,806	2
48	Southwest PA WAN Upgrade	2011	$3,500,369	34
49	Berks WAN Upgrade	2011	$3,565,629	32
50	Williamsport Area WAN Upgrade	2011	$3,023,278	24
51	Northeastern Pennsylvania WAN Upgrade	2011	$6,338,457	52
52	Schuylkill County WAN	2011	$2,949,882	21
53	Carbon-Lehigh Regional WAN Upgrade	2011	$1,629,056	17
54	Lehigh Valley Diocese Network	2011	$426,158	32
55	Seneca Highlands Network Upgrade	2011	$814,800	16
56	West Virginia Rural Healthcare Network	2011	$9,880,000	93
57	Northeast PA Higher Education Network	2011	$1,692,000	18
58	Northeastern PA Library Network	2012	$49,453	8
59	Bucks WAN Upgrade	2012	$2,127,122	17
60	Lancaster-Lebanon Voice Network	2012	$71,904	3
61	Montgomery Voice Network	2012	$59,472	1
62	Appalachia WAN Upgrade	2013	$3,073,860	33
63	Seneca Highlands WAN Upgrade	2013	$2,367,264	16
64	Lancaster-Lebanon WAN Upgrade	2013	$1,491,720	27
65	Indiana WAN Upgrade	2014	$1,778,100	15
66	Montgomery WAN Upgrade	2015	$1,984,500	28
67	New Jersey DRLAP Statewide Broadband	2015	$20,600,000	219
68	Berks County Regional WAN Upgrade	2016	$2,491,740	21
69	Northeastern PA Regional WAN Upgrade	2016	$2,977,517	26
70	Southeastern Gigabit Project	2016	$157,968	3
71	New Jersey DRLAP Expansion	2016	$5,200,000	55
72	Wallenpaupack Network Upgrade	2017	$490,000	6
73	Monroe Gigabit Upgrade	2017	Ongoing	10
74	New Jersey DRLAP Upgrade	2018	$23,000,000	300
75	Seneca Highlands WAN Upgrade	2018	$1,165,080	16
	Total Projects:		**$209,775,434**	**1,963**

- **Please refer to the Previous Performance and Experience section of the Proposal Narrative on page 36 for more specific information about three related projects.**

ii. Methodology for conducting Technology Consulting Services including site inspection, reporting, and procurement.

- **Please refer to the previous Services Offered section (page 16) for a detailed methodology.**

iii. Methodology for inspection within the client's facility and how parameters are agreed to with the client from inspection to procurement.

Site inspection is one of the most expensive components of a technology project because it requires travel to one or more client locations with potentially extensive time on site. While walkthrough inspections are critically important in certain situations, they also can be extremely wasteful in terms of value added. This is for three primary reasons.

First, much of the information may already be known to the employees on location. Second, many equipment vendors and service providers will require walkthroughs to respond to procurement documents. Third, some of the information traditionally collected by on-site visits may be gathered through less expensive and intrusive means. Moreover, scheduling time for walkthroughs can be very difficult, especially during certain times of the year.

At the outset of the project, Dellicker works with client administrators to determine whether and to what extent walkthroughs will be necessary. Prior to any walkthrough, Dellicker will deliver a self-assessment to key personnel regarding the various technology components in the enterprise. After collecting and analyzing this information, Dellicker will discuss on-site inspection requirements.

Generally, Dellicker requires one on-site inspection during the Assessment phase and two on-site inspections during the Procurement phase, one to prepare the RFP and one to explain it to prospective vendors. Institutions with multiple locations may require more visits. This is always a compromise between price and value for the client.

Dellicker will show up as many times as necessary to satisfy the client and do the job correctly. However, after years of experience, we assume a baseline of three on-site visits. Dellicker simply adjusts the scope of work and associated pricing if the number of visits exceeds the baseline.

Dellicker will conduct walkthroughs and calls using Dellicker employees and Dellicker subcontractors, depending on the required areas of expertise. Dellicker is always ultimately responsible for the supervision of Dellicker employees and subcontractors.

Clients typically agree that our most valuable services relate to analysis, planning and management, which we do well using a combination of virtual tools and remote applications that minimize the need for costly on-site inspections.

FEE PROPOSAL

Dellicker seeks to provide value and flexibility to ESCNJ and its Members in its fee proposal. Please refer to the Services Offered section for a complete description of each deliverable priced below. Unless otherwise noted, all pricing includes a 10% consortium discount from Dellicker's normal rates.

TECHNOLOGY ASSESSMENT PRICING

a. To ESCNJ:

1. **Statewide Cooperative Technology Assessment (Code A.1-2.a Base)**
   - Flat Fee
   - $59,580.00 per Assessment

2. **Statewide Cooperative Data Security Assessment (Code A.3.a Optional)**
   - Flat Fee
   - $29,772.00 per Assessment

3. **NJDRLAP Audit (Code A.1.a Optional)**
   - Performance Based
   - 25% of fees recovered from unreported revenues as of July 11, 2018 and subsequently by quarter

b. To Members:

4. **District/Enterprise Technology Assessments (Code A.1-2.b Base)**
   - Flat Fee
   - $29,772.00 per Assessment

5. **District/Enterprise Data Security Assessment (Code A.3.b Optional)**
   - Flat Fee
   - $29,772.00 per Assessment

c. To ESCNJ and Members:

6. **Voice and Data Audits (Code A.1.c Optional)**
   - Performance Based
   - 40% of Audit recommended savings for 24 months PLUS 40% of identified credits.
   - If there are no cost savings approved by the client or vendor credits due to the client based on the audit, there are no fees. Fees for credits will be invoiced as the credit is received by client. Fees for savings will be invoiced every month, for a period of 24 months, once savings are achieved and validated by client records. Audits require a minimum of a district (or enterprise) level commitment (i.e. not just individual schools).

PROCUREMENT SOLUTIONS PRICING

a. To ESCNJ:

7. Statewide Cooperative Procurement (Code B.1-6.a Base)
- o Flat Fee Includes:
  - Category One NJDRLAP updates/expansions/renewals (E-Rate)
  - Category Two procurements (E-Rate)
  - Other Technology Component procurements
- o $179,460.00 for 12 months of Statewide Cooperative Procurement Solutions

b. To Members:

8. District/Enterprise Procurement Solutions (Code B.1-6.b Base)
- o Flat Fee Includes:
  - Category One NJDRLAP updates/expansions/renewals (E-Rate)
  - Category Two procurements (E-Rate)
  - Other Technology Component procurements
- o $74,412.00 for 12 months of District/Enterprise Procurement Solutions

c. To ESCNJ and Members:

9. Ala Carte Procurement Solutions (Code B.1-6.c Optional)
- o Hourly Fee based on scope and technical requirements, for a minimum of eight hours
- o Refer to the hourly rates in the Additional Pricing Information section on page 29.

TECHNOLOGY MANAGEMENT SERVICES PRICING

a. To ESCNJ:

10. Statewide Technology Management Agreement (Code C.1-4.a Base)
- o Flat Fee for Components 1-4 (Compliance, Assessment Procurement, Communications)
- o $58,968.00 per year

b. To Members:

11. District/Enterprise Technology Management Agreement (Code C.1-4.b Base)
- o Flat Fee for Components 1-4 (Compliance, Assessment Procurement, Communications)
- o $23,760.00 per year

c. To ESCNJ and Members:

12. Professional Development Services (Code C.5.c Optional)
- o Hourly Fee for a minimum of eight hours
- o Senior Consultant Rate ($180.00/hr.) Minimum 8 hours

13. **Continuous Improvement Services (Code C.6.c Optional)**
    o   Hourly Fee for a minimum of eight hours
    o   Executive Consultant Rate ($202.50/hr.) Minimum 8 hours

SPECIAL BUNDLED PRICING

For ESCNJ:

- The combined annual cost of the Statewide Assessment, Statewide Procurement and Statewide Technology Management Agreement is $298,008.00, including the 10% consortium discount.
- If ESCNJ selects all three components in any given year, Dellicker will provide an additional 10% discount from the base price, making the total annual cost $268,207.20.
- If ESCNJ selects all three components for three years, Dellicker will provide an additional 20% discount from the base price, making the total annual cost $238,406.40.

For Districts/Enterprise Members:

- The combined annual cost of the District Assessment, District Procurement and District Technology Management Agreement is $127,944.00, including the 10% consortium discount.
- If ESCNJ selects all three components in any given year, Dellicker will provide an additional 10% discount from the base price, making the total annual cost $115,149.60.
- If ESCNJ selects all three components for three years, Dellicker will provide an additional discount of more than 20% from the base price, making the total annual cost $99,998.00.

Bundled discounts for ESCNJ and districts/enterprise members only apply to flat fee components and do not apply to hourly rates.

ADDITIONAL PRICING INFORMATION

i. If applicable, hourly rates per labor category assigned to the project.

- **Rates shown include a 10% consortium discount for all hourly work pursuant to this RFP.**

Labor Category	Rate ($/hr.)	Description
Senior Executive Consultant	$252.00	Provides CEO-level oversight and overall management
Executive Consultant	$202.50	Responsible for operational management of all client deliverables
Senior Consultant	$180.00	Serves as senior project manager for client account
Senior Technical Consultant	$135.00	Senior technical expert; oversees technical consultant
Technical Consultant	$112.50	Subject matter technical expert
Technical Assistant	$81.00	Supports technical and senior technical consultants
Project Consultant	$112.50	Coordinates technical work and compiles reports
Project Assistant	$76.50	Helps with all aspects of project work
E-Rate Consulting (Optional)	$225.00	Specialty E-Rate work

ii. A matrix of tasks and hours dedicated to each task by project labor category.

- **Standard (unbundled) tasks and hours only as follows, showing the 10% consortium discount.**

Description of Service	Statewide Cooperative Technology Assessment- Base					
Service Code	A.1-2.a Base					
Service Category	Technology Assessment					
Client Category	ESCNJ/Cooperative					
Scope	Statewide					
Core Components	Component 1 (Enterprise Infrastructure)					
Included Add-Ons	Component 2 (Personal Computing)					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Senior Executive Consultant	$280	40	5	$11,200	$1,120	$10,080
Executive Consultant	$225	80	10	$18,000	$1,800	$16,200
Senior Consultant	$200	40	5	$8,000	$800	$7,200
Senior Technical Consultant	$150	80	10	$12,000	$1,200	$10,800
Technical Consultant	$125	40	5	$5,000	$500	$4,500
Technical Assistant	$90	40	5	$3,600	$360	$3,240
Project Consultant	$125	40	5	$5,000	$500	$4,500
Project Assistant	$85	40	5	$3,400	$340	$3,060
Total		**400**	**50**	**$66,200**	**$6,620**	**$59,580**

Description of Service	Statewide Cooperative Technology Assessment- Optional					
Service Code	A.3.a Optional					
Service Category	Technology Assessment					
Client Category	ESCNJ/Cooperative					
Scope	Statewide					
Core Components	Component 3 (Data Security)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Senior Executive Consultant	$280	16	2	$4,480	$448	$4,032
Executive Consultant	$225	32	4	$7,200	$720	$6,480
Senior Consultant	$200	32	4	$6,400	$640	$5,760
Senior Technical Consultant	$150	32	4	$4,800	$480	$4,320
Technical Consultant	$125	32	4	$4,000	$400	$3,600
Technical Assistant	$90	24	3	$2,160	$216	$1,944
Project Consultant	$125	16	2	$2,000	$200	$1,800
Project Assistant	$85	24	3	$2,040	$204	$1,836
Total		**208**	**26**	**$33,080**	**$3,308**	**$29,772**

Description of Service	District/Enterprise Technology Assessment- Base
Service Code	A.1-2.b Base
Service Category	Technology Assessment
Client Category	Member
Scope	District/Enterprise- Up to five buildings*
Core Components	Components 1 (Enterprise Infrastructure)
Included Add-Ons	Component 2 (Personal Computing)
Consortium Discount	10%

Labor Category	Rate	Hours	Days	Total	Discount	Total Price
Senior Executive Consultant	$280	16	2	$4,480	$448	$4,032
Executive Consultant	$225	32	4	$7,200	$720	$6,480
Senior Consultant	$200	32	4	$6,400	$640	$5,760
Senior Technical Consultant	$150	32	4	$4,800	$480	$4,320
Technical Consultant	$125	32	4	$4,000	$400	$3,600
Technical Assistant	$90	24	3	$2,160	$216	$1,944
Project Consultant	$125	16	2	$2,000	$200	$1,800
Project Assistant	$85	24	3	$2,040	$204	$1,836
Total		**208**	**26**	**$33,080**	**$3,308**	**$29,772**

*Additional time and travel for additional buildings will be billed at the appropriate hourly rate.

Description of Service	District/Enterprise Technology Assessment- Optional
Service Code	A.3.b Optional
Service Category	Technology Assessment
Client Category	Member
Scope	District/Enterprise
Core Components	Component 3 (Data Security)
Included Add-Ons	None
Consortium Discount	10%

Labor Category	Rate	Hours	Days	Total	Discount	Total Price
Senior Executive Consultant	$280	16	2	$4,480	$448	$4,032
Executive Consultant	$225	32	4	$7,200	$720	$6,480
Senior Consultant	$200	32	4	$6,400	$640	$5,760
Senior Technical Consultant	$150	32	4	$4,800	$480	$4,320
Technical Consultant	$125	32	4	$4,000	$400	$3,600
Technical Assistant	$90	24	3	$2,160	$216	$1,944
Project Consultant	$125	16	2	$2,000	$200	$1,800
Project Assistant	$85	24	3	$2,040	$204	$1,836
Total		**208**	**26**	**$33,080**	**$3,308**	**$29,772**

Description of Service	Statewide Coop Procurement- Cat 1+Cat 2+Ineligible Tech Components					
Service Code	B.1-6.a Base					
Service Category	Procurement Solutions					
Client Category	ESCNJ/Cooperative					
Scope	Statewide					
Core Components	Steps 1-6 (Consolidation through Reporting)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Senior Executive Consultant	$280	120	15	$33,600	$3,360	$30,240
Executive Consultant	$225	120	15	$27,000	$2,700	$24,300
Senior Consultant	$200	120	15	$24,000	$2,400	$21,600
Senior Technical Consultant	$150	320	40	$48,000	$4,800	$43,200
Technical Consultant	$125	320	40	$40,000	$4,000	$36,000
Technical Assistant	$90	96	12	$8,640	$864	$7,776
Project Consultant	$125	80	10	$10,000	$1,000	$9,000
Project Assistant	$85	96	12	$8,160	$816	$7,344
Total		**1272**	**159**	**$199,400**	**$19,940**	**$179,460**

Description of Service	District/Ent. Procurement- Cat 1+Cat 2+Ineligible Tech Components					
Service Code	B.1-6.b Base					
Service Category	Procurement Solutions					
Client Category	Member					
Scope	District/Enterprise					
Core Components	Steps 1-6 (Consolidation through Reporting)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Senior Executive Consultant	$280	40	5	$11,200	$1,120	$10,080
Executive Consultant	$225	40	5	$9,000	$900	$8,100
Senior Consultant	$200	80	10	$16,000	$1,600	$14,400
Senior Technical Consultant	$150	128	16	$19,200	$1,920	$17,280
Technical Consultant	$125	128	16	$16,000	$1,600	$14,400
Technical Assistant	$90	32	4	$2,880	$288	$2,592
Project Consultant	$125	40	5	$5,000	$500	$4,500
Project Assistant	$85	40	5	$3,400	$340	$3,060
Total		**528**	**66**	**$82,680**	**$8,268**	**$74,412**

Description of Service	Ala Carte Cooperative or District/Enterprise Procurement					
Service Code	B.1-6.c Optional					
Service Category	Procurement Solutions					
Client Category	ESCNJ/Cooperative & Member					
Scope	Statewide or District/Enterprise					
Core Components	Steps 1-6 (Consolidation through Reporting)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	Rate	Hours	Days*	Total	Discount	Total Price
Senior Executive Consultant	$280	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Executive Consultant	$225	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Senior Consultant	$200	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Senior Technical Consultant	$150	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Technical Consultant	$125	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Technical Assistant	$90	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Project Consultant	$125	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Project Assistant	$85	#VALUE!	TBD	#VALUE!	10%	#VALUE!
Total		**#VALUE!**	**TBD**	**#VALUE!**	**#VALUE!**	**#VALUE!**

*Dellicker will price custom quotes based on time for Cat 1, Cat 2 and E-Rate ineligible tech services.

Description of Service	Statewide Tech. Mgt. Services Agreement-Base					
Service Code	C.1-4.a Base					
Service Category	Management Services					
Client Category	ESCNJ/Cooperative					
Scope	Statewide					
Core Components	Components 1-4 (Compliance; Assessment; Procurement; Comms.)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	Rate	Hours	Days	Total	Discount	Total Price
Senior Executive Consultant	$280	64	8	$17,920	$1,792	$16,128
Executive Consultant	$225	32	4	$7,200	$720	$6,480
Senior Consultant	$200	32	4	$6,400	$640	$5,760
Senior Technical Consultant	$150	64	8	$9,600	$960	$8,640
Technical Consultant	$125	64	8	$8,000	$800	$7,200
Technical Assistant	$90	48	6	$4,320	$432	$3,888
Project Consultant	$125	64	8	$8,000	$800	$7,200
Project Assistant	$85	48	6	$4,080	$408	$3,672
Total		**416**	**52**	**$65,520**	**$6,552**	**$58,968**

Description of Service	District/Enterprise Tech. Management Services Agreement-Base					
Service Code	C.1-4.b Base					
Service Category	Management Services					
Client Category	Member					
Scope	District/Enterprise					
Core Components	Components 1-4 (Compliance; Assessment; Procurement; Comms.)					
Included Add-Ons	None					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Senior Executive Consultant	$280	16	2	$4,480	$448	$4,032
Executive Consultant	$225	32	4	$7,200	$720	$6,480
Senior Consultant	$200	24	3	$4,800	$480	$4,320
Senior Technical Consultant	$150	16	2	$2,400	$240	$2,160
Technical Consultant	$125	16	2	$2,000	$200	$1,800
Technical Assistant	$90	24	3	$2,160	$216	$1,944
Project Consultant	$125	16	2	$2,000	$200	$1,800
Project Assistant	$85	16	2	$1,360	$136	$1,224
Total		**160**	**20**	**$26,400**	**$2,640**	**$23,760**

Description of Service	Management Services Agreement-Optional					
Service Code	C.5.c Optional					
Service Category	Management Services					
Client Category	ESCNJ/Cooperative & Member					
Scope	Statewide or District/Enterprise					
Core Components	Component 5 (Professional Development)					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days***	**Total**	**Discount**	**Total Price**
Senior Consultant	$200	TBD	TBD	#VALUE!	10%	#VALUE!

*This option is priced by the day at the Senior Consultant rate.

Description of Service	Management Services Agreement-Optional					
Service Code	C.6.c Optional					
Service Category	Management Services					
Client Category	ESCNJ/Cooperative & Member					
Scope	Statewide or District/Enterprise					
Core Components	Component 6 (Continuous Improvement)					
Consortium Discount	10%					
Labor Category	**Rate**	**Hours**	**Days**	**Total**	**Discount**	**Total Price**
Executive Consultant	$220	TBD	TBD	#VALUE!	10%	#VALUE!

*This option is priced by the day at the Executive Consultant rate.

iii. Any additional reoccurring costs associated with services rendered.

- **There are no additional recurring costs besides those already identified.**
- **Unless designated, services and solutions are not billed by the hour but by the component. Dellicker may adjust the tasks and hours dedicated to each task by project labor category in order to perform the work described in the Services Offered section.**

iv. A summary of reimbursable expenses.

- **Dellicker will not be seeking reimbursable expenses for daily travel within New Jersey, routine printing of reports (normally about five hardcopies per client) or basic maintenance of software required to support the projects.**

- **Dellicker will require reimbursement for actual expenses related to the following additional activities:**

    - **Overnight meetings**
    - **Out-of-state events**
    - **Excessive copies of reports (more than 12 per instance)**
    - **Any expenses beyond the normal requirements for accomplishing the work**

- **Any additional expenses will be billed along with the normal invoice in accordance with ESCNJ requirements.**

RESUMES

Resumes of personnel assigned to the project are in Attachment G.

PROOF OF LIABILITY INSURANCE

Proof of Liability Insurance in in Attachment H.

PROPOSAL NARRATIVE

Dellicker Strategies, LLC is pleased to submit this proposal to the Educational Services Commission of New Jersey (ESCNJ) for Internet and Technology Consulting Services. Dellicker is a veteran-owned small business that helps educational and non-profit organizations improve their technology infrastructure.

Since 2005, our company has led 75 different technology projects for almost 2,000 institutions in four states, including the State of New Jersey. We have documented more than $200 million in technology cost savings for more than 3,000 customers as we continue to focus on the educational marketplace.

Dellicker strives to deliver quality services at an affordable price while always maintaining the highest degree of personal and professional integrity. Our company motto is: We Get Results.

PREVIOUS PERFORMANCE AND EXPERIENCE

Dellicker is uniquely focused on helping clients improve their technology infrastructure and has a long history of success in the field. Over the past 14 years, Dellicker has overseen $210 million worth of technology projects, all designed to improve service for the lowest-possible cost. The company is creative in its oversight of technology initiatives and never follows a "cookie-cutter" approach. We employ sound principles and practices that consistently deliver outstanding results.

Dellicker believes in the power of collaborative purchasing, knowing that cooperation can result in significant discounts on price. We seek to leverage private investment wherever possible, understanding that relying too much on grants and external financing is a risky strategy. And, we are strong advocates of community partnerships with a record of building bridges between K-12 schools and municipalities.

DESCRIPTIONS OF PAST PROJECTS

The following section describes three illustrative technology infrastructure projects overseen by Dellicker through the years. In every instance, Kevin Dellicker was the project manager.

NEW JERSEY DIGITAL READINESS FOR LEARNING AND ASSESSMENT PROGRAM- (NJDRLAP)

NJDRLAP was part of a multi-faceted effort by the NJ Dept. of Education (NJDOE) to help K-12 schools improve their educational technology capabilities. In fiscal year (FY) 2014-15, the NJDOE contracted with Dellicker to work with the Educational Services Commission of New Jersey (ESCNJ) to improve broadband access in NJ K-12 schools. In 2015-16, they partnered with Foundation for Newark's Future to continue their work. And in 2017, ESCNJ renewed its agreement with Dellicker to continue the program.

In the first three years, NJDRLAP reduced the price of Internet access by 74% for 200 participating school organizations across NJ, increasing their Internet bandwidth 2.2 times while saving them $109 million. At present, Dellicker is working with ESCNJ to renew and expand this project for 2018 and beyond. Initial results suggest that NJDRLAP will bring the total cost savings for New Jersey schools to approximately $180 million over the duration of the contract.

PENNSYLVANIA ASSOCIATION OF INTERMEDIATE UNITS NETWORK (PAIUNET)
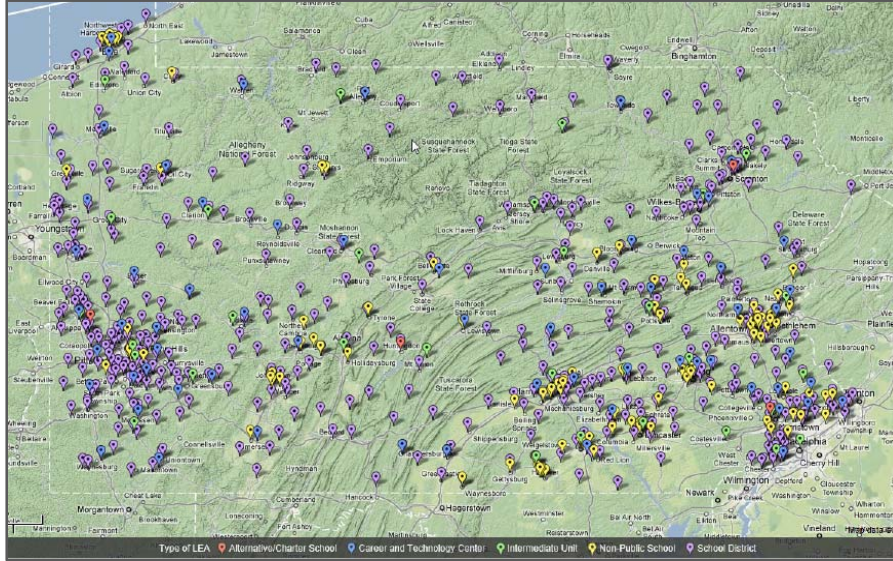
For more than a decade, Dellicker has worked with the PA Dept. of Education, intermediate units and school districts to build and improve K-12 broadband networks across the state. Mr. Dellicker served as the Executive Director of Project eQuality, a non-profit organization dedicated to fighting the Digital Divide with a special focus on rural areas.

After working to improve technology infrastructure statewide, Dellicker's PA school customers increased their bandwidth by 850%, on average. Many of these customers have used Dellicker multiple times.

WEST VIRGINIA TELEHEALTH ALLIANCE
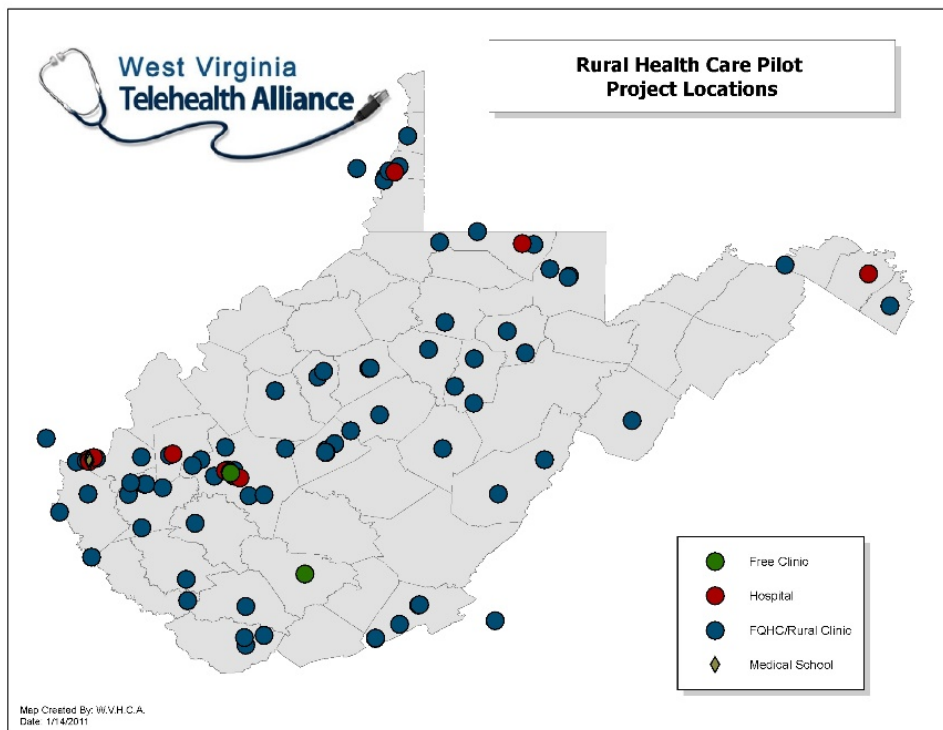
In 2011, Dellicker completed work on a multi-year project with the WV Telehealth Alliance (WVTA), a statewide non-profit organization dedicated to improving health-care access in rural WV. The project was financed by the Rural Health Care Program, a division of USAC, the same FCC agency that manages E-Rate.

Dellicker helped the WVTA upgrade broadband service to 93 different healthcare locations affiliated with educational institutions, private hospitals and non-profit clinics, worth a total of about $10 million.

Kevin Dellicker, Founder and Manager of Dellicker Strategies will lead this work. He is uniquely qualified to oversee technology infrastructure projects that incorporate policy, planning and management. He will serve as Senior Executive Consultant, Senior Consultant and Technical Consultant on different projects.

- Policy. Mr. Dellicker was senior policy advisor to Pennsylvania Governor Tom Ridge on technology infrastructure issues, served as the Executive Director of a non-profit organization dedicated to changing broadband policy and remains deeply involved in policy committees and program discussions as the local, state and federal level.

- Strategic Planning. Mr. Dellicker also is an expert in strategic planning. Three years ago, he launched a project planning tool for use by K-12 school districts to help them implement complex technology projects to improve student performance. After rolling out the program in dozens of schools, the solution was purchased by a new company affiliated with a regional university. This allowed Dellicker to continue to focus on broadband infrastructure projects while applying the lessons learned from effective strategic planning.

- Project Management. Finally, Mr. Dellicker is an accomplished project manager. Almost all the infrastructure projects he has overseen have involved multiple organizations working together that do not have to work together. To make these projects work, those organizations must experience sound project management and clear communications. He combines his civilian work experience with an extensive track record of project management in the military.

Dellicker may hire additional employees to complete deliverables. Dellicker also requires supplemental resources to complete all deliverables. The company has relationships with three firms to provide more resources and specialty skills. For this project, Dellicker intends to use consultants from Luzerne Intermediate Unit 18, Mazars USA and DaVinci Group, all under the direct supervision of Dellicker.

LUZERNE INTERMEDIATE UNIT 18

Luzerne Intermediate Unit 18 (LIU) is a non-profit educational service agency with a record of working with Dellicker Strategies on technology infrastructure projects: www.liu18.org. LIU has worked with ESCNJ in New Jersey as a subcontractor to Dellicker Strategies on the NJDRLAP project. In addition, LIU has assisted Dellicker by providing technical expertise on more than a dozen projects since 2005. LIU provides specialty expertise in the areas of internal broadband connections, especially networking equipment, wireless access, cabling and related Category 2 E-Rate infrastructure.

LIU will provide two consultants to support this project as required:

- Ty Yost, a Senior Consultant at LIU, will serve as Senior Consultant, Senior Technical Consultant and Technical Consultant on different projects as assigned.

- Charles Williams, a consultant at LIU, will act as Senior Technical Consultant and Technical Consultant and Technical Assistant as assigned.

MAZARS, USA, LLP

Mazars USA, LLP is a global consulting firm with extensive resources in technology infrastructure and telecommunications: www.mazarsusa.com. Dellicker has a longstanding professional relationship with Chuck Woods, principal at Mazars, who most recently collaborated with Dellicker on the NJDRLAP project in New Jersey. Mazars provides supplemental resources and specialty consulting in several areas important to this work, especially in the field of Internet security and telecommunications in New Jersey.

Mazars will make several consultants available to Dellicker for this project:

- Chuck Woods, Principal at Mazars and Executive Consultant on assigned deliverables.
- Daniel Backo, Senior Advisor at Mazars and Executive Consultant, Senior Consultant and Senior Technical Consultant on assigned deliverables.
- James Cox, Director of Federal Programs and Executive Consultant and Senior Consultant on assigned deliverables
- Jennifer Nugent, Program Manager, State of New Jersey Broadband Technology Opportunities Program. She will act as Executive Consultant, Senior Consultant and Senior Technical Consultant on assigned deliverables.

DAVINCI GROUP

The DaVinci Group is a Philadelphia area information technology consulting firm with extensive business in New Jersey. The DaVinci Group will provide additional resources and specialty expertise in the areas of voice, data and cloud services with a special focus on telecommunications and technology audits.

DaVinci will make several consultants available to Dellicker for this project, including:

- Stephen Benson, Partner and Chief Operating Officer, Executive Consultant and Senior Consultant on assigned deliverables
- Tammy Fishbach, Senior Consultant and Project Consultant on assigned deliverables
- Liz Klein, Senior Consultant, Technical Consultant, Project Consultant on assigned deliverables
- Paula Kohl, Senior Technical Consultant and Technical Consultant on assigned deliverables
- Brooke Martin, Program Manager and Senior Consultant on assigned deliverables.
- Lou Najera, Partner, and Executive Consultant for assigned deliverables

As Dellicker ramps up its work in New Jersey to support this contract, the company may hire additional employees to support the work. In the meantime, the staffing arrangements with LIU and Mazars will fill in any gaps. Regardless, Mr. Dellicker will to be the primary consultant responsible for all deliverables.

Resumes are in Attachment G. Dellicker may use additional personnel from Dellicker, LIU, Mazars or DaVinci as required. Dellicker may reassign personnel to different roles to accomplish deliverables.

Dellicker Strategies is a veteran owned small business that helps companies and non-profit organizations use technology to improve performance. The company delivers proven solutions to common management problems and custom responses to complex leadership challenges.

Dellicker Strategies has 14 years of experience in the fields of technology infrastructure, business intelligence and project management.

BUSINESS HISTORY

Dellicker was founded by Kevin Dellicker in 2005 to help K-12 school organizations improve their technology infrastructure through cooperative purchasing. Within a few years, Dellicker helped 70% of all school districts in Pennsylvania improve their available bandwidth by an amount exceeding 900%.

By 2007, Dellicker expanded its technology practice to other industry verticals, including higher education, manufacturing, and healthcare. The company also expanded its focus in K-12 schools, tackling the problem of how to apply technology upgrades to improve educational access. Within a few years, the company helped launch one of the most successful public online learning programs in the mid-Atlantic, which eventually would spur the creation of 37 different distance education academies.

In 2011, Dellicker launched a new practice in hybrid learning, which combined new technology tools with proven teaching methods to improve student academic performance. The company also expanded into other states including Ohio, West Virginia and New Jersey, where Dellicker led the Broadband Component of the New Jersey Digital Readiness for Learning and Assessment Project (NJDRLAP), in partnership with ESCNJ, which has helped 282 public institutions reduce their Internet costs by 74%.

In 2015, Dellicker began developing a software and solutions platform known as DSdirect to improve the scalability of the company's hybrid learning offerings. With 10 employees, $1.5 million in revenues and 155 applications customers, Dellicker became the largest hybrid learning company on the East Coast.

In 2018, Dellicker sold its DSdirect solutions platform to LearnSTEMic, LLC, a joint venture with Harrisburg University to improve science, technology and engineering education. All Dellicker's employees joined the new company, which continues to deliver outstanding services and solutions to K-12 schools, including ESCNJ.

Today, Dellicker is refocused on its original mission, providing consulting services to K-12 schools and other non-profit organizations to help improve their Internet and technology infrastructure. The company has a 14-year record of success providing independent and quality advice to K-12 schools.

In the near term, Dellicker has established business partnerships with Luzerne Intermediate Unit 18 and Mazars International, LLP to provide the specialty expertise and staffing availability to supplement the core work of Kevin Dellicker. As the company grows, Dellicker will hire additional employees to complete deliverables with the same high level of quality and integrity that its customers expect.

LOCATION

Dellicker's offices are in the Lehigh Valley, Pennsylvania which is just across the border from New Jersey. Luzerne IU also is located adjacent to the border and Mazars already has personnel in the state. Dellicker always has serviced its K-12 clients in four nearby states from its main offices in Pennsylvania.

REFERENCES

Please feel free to contact the following references, who are familiar with our technology infrastructure work with K-12 schools and other public organizations.

Reference 1

Name: Montgomery County Intermediate Unit 23

Address: 2 West Lafayette Street, Norristown, PA 19401

Telephone: 610-755-9400

Email address: gkennedy@mciu.org

Contact: Gail Kennedy, Director of Tech Services

Project Dates: 2006-2015

Scope of Work: Six technology upgrade projects, including Internet, voice and data, worth $5.7 million involving 30 public and non-public school organizations.

Reference 2

Name: Colonial Intermediate Unit 20

Address: 6 Danforth Drive, Easton PA 18045

Telephone: 610-252-5550

Email address: cbrennan@ciu20.org

Contact: Dr. Charlene Brennan, Executive Director

Project Dates: 2005-2010

Scope of Work: Regional wide area network and Internet access project worth $4.1 million involving 23 different K-12 school organizations.

Reference 3

Name: Seneca Highlands Intermediate Unit 9

Address: Seneca Highlands Intermediate Unit 9, 119 Mechanic Street, Smethport, PA 16749

Telephone: 814-887-5512

Email address: ebell@iu9.org

Contact: Ed Bell, Network and Systems Administrator

Project Dates: 2006-2018

Scope of Work: Five Internet and technology projects worth $13.6 million involving 63 school organizations.

ATTACHMENT A: ANSWERS TO VALIDATION QUESTIONS FOR CONTRACTOR

<u>GENERAL INFORMATION</u>

1)   Company: **Dellicker Strategies, LLC**
        Address: **8766 Bittners Court, Germansville, PA 18053**
        Contact Name: **Kevin W. Dellicker**
        Contact Phone: **484-788-1221**
        Contact Email: **kevin@dellicker.com**
        Website/URL: **www.dellicker.com**

2) How many years has your company been in business? **14**

3) How many full-time employees does your company employ? **Zero. Kevin Dellicker works full-time for the company, but as the owner, he is not considered an employee. The company uses a combination of contract workers and employees to complete deliverables as required. As Dellicker Strategies earns business pursuant to this contract, the company may hire additional contract workers or additional employees depending on the scope and nature of the work.**

4) What are your standard payment terms? **Monthly invoices for work performed, in compliance with RFP requirements.**

5) References – Please attach a Microsoft Word document with all contact information, project dates and scope of work for at least three (3) references from public entities for which you have provided Internet and Technology Consulting services. **See the Request for Reference Form on page 117.**

6) Can you provide a statement and meet ESCNJ minimum insurance requirements of $750,000 per claim and $1,500,000 per occurrence, and ESCNJ being named as an additional insured party? **Yes.**

<u>FUNCTIONALITY</u>

1) A certificate of insurance must be provided prior to signing the contract and commencing on the start date of the contract begins. Are you willing to comply with these requirements? **Yes.**

2) You must instruct your insurance broker/carrier to notify ESCNJ should your coverage change. Are you willing to do this? **Yes.**

<u>QUALITY AND SERVICE</u>

1) Do you have a quality assurance program? If yes, please attach a copy. **Yes. Please see Attachment F**

2) Are your employee's required to take a mandatory drug test? Please provide an overview of the company's Talent Management Program. **No. The owner, through his service in the Air National Guard, is subject to random drug tests.**

<u>LEGAL ISSUES</u>

1. Are there any pending lawsuits against your company? If yes, please explain. **No.**

ATTACHMENT B: ACKNOWLEDGEMENT OF STANDARD TERMS AND CONDITIONS

In case of default by the successful Contractor(s) or failure to deliver the goods or services within the time specified, the ESCNJ Purchasing Agent, after written notice, may procure them from other sources and hold contractor responsible for excess costs occasioned thereby.

The specifications establish a standard of quality desired by ESCNJ. Any proposer may submit quotations on any article, which substantially complies with these specifications as to quality, workmanship and service. ESCNJ reserves the right to make its selections of materials or services purchased based on its best judgment as to which articles substantially comply with the requirements of these specifications. This RFP is not to be construed as a contract or commitment of any kind.

No alteration in any of the terms, conditions, delivery, quality, or specifications will be effective without prior written consent of ESCNJ.

No exception to delivery or service dates shall be allowed unless prior written approval is first obtained from ESCNJ.

The Contractor warrants all articles supplied under this contract to conform to specifications herein. The contractor will deliver a warranty stating that all articles supplied under the contract are fit and sufficient for the purpose manufactured, merchantable, and free from defects.

The Contractor agrees not to be discriminate against any client, employee or applicant for employment or for services because of race, creed, color, national origin, sex or age with regard to, but not limited to the following: employment upgrading; demotion or transfer; recruitment or recruitment advertising; layoffs and termination; rates of pay or other forms of compensation; selection for training; rendition of services. It is further understood that any contractor who is in violation of this shall be barred forthwith from receiving awards of any purchase order for ESCNJ unless a satisfactory showing is made that discriminatory practices have terminated and that a reoccurrence of such acts are unlikely.

ESCNJ reserves the right to cancel and terminate this contract forthwith upon giving 10 days written notice to the Contractor. (This provision does not apply to the purchase of materials and equipment. A purchase order for materials and equipment is a binding contract.)

Should either part employ an attorney or attorneys or utilize the services of in-house attorneys to enforce any of the provisions hereof or to protect its interest in any manner arising under this contract, the non-prevailing party in any action pursued in a court of competent jurisdiction agrees to pay to the prevailing party all reasonable costs, damages, expenses, and attorneys' fees, including fees for in-house attorneys, expended or incurred in connection therewith.

Where applicable, possible or required, the proposer is required to submit descriptive literature, sample material, design sketches and detailed shop drawings. Failure to submit required items may result in rejection of the proposal or termination of contract.

The successful proposer may not make any advertising or sale use of the fact that contract items are being used by purchaser and other approved agencies, under penalty of contract termination. News releases pertaining to the award resulting from this RFP shall not be made without prior written approval of ESCNJ.

This Agreement shall be construed and enforced in accordance with the laws of the State of New Jersey. Venue for any suit between the parties arising out of this Agreement shall be the State of New Jersey's applicable District Court.

The Contactor may not assign or subcontract the agreement, or the right to receive reasonable performance of any act called for by the contract, shall be deemed waived by a waiver by City of a breach thereof as to any particular transaction or occurrence.

Regardless of FOB point, contractor agrees to bear all risks of loss, injury, or destruction of goods and materials ordered herein and such loss, injury, or destruction shall not release Contractor from any obligation hereunder.

- **Dellicker acknowledges these standard terms and conditions and will comply.**

ATTACHMENT C: ACKNOWLEDGEMENT OF SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, proposals should be organized in the manner specified below. Proposals should not exceed the number of pages noted in this section. Information in excess of those allowed will not be evaluated. One page should be interpreted as one side of single-spaced, typed, 8 ½" x 11" sheet of paper.

1. Title Page (1 Page)
   A title page must be included with the proposal. The following information needs to be included: the name of your firm, address, telephone number(s), name of contact person, and date. The title page must be signed by a corporate officer or other individual who has the authority to RFP the firm. The name and title of the individual(s) signing the RFP must be clearly shown immediately below the signature.

2. Table of Contents (1 Page)
   Clearly identify the materials by section and page number.

3. Proposal Narrative – Three sections

Previous Performance and Experience:

Provide detailed information on projects relating to the area of expertise listed above and included on the title page. Provide at least three (3) projects for which your firm has provided the same or similar services. Experience section for each of the areas of expertise should not be longer than three (3) pages. Do not include firm experience unless individuals who will work on this project participated in that experience.

Key Project Staff:

Identify project manager, key project staff, and task leaders expected to provide services on behalf of the firm. The attached matrix showing the personnel and their experience must be included. Resumes should be included for each of the individuals referenced which details their relevant experience. Performance on projects of similar size and scope as detailed within this RFP should be noted. Resumes should clearly delineate experience in the different areas of expertise that they are identified for in the matrix. The resumes should be arranged alphabetically by individuals' last names.

Firm Information:

1. Business History: Provide information on size, resources, and business history of the firm.
2. Describe the firm's location where the primary services are to be provided and the ability to meet in person with department personnel when required during the performance of the Contract.
3. References: Provide three (3) references that will cover the areas of expertise included in the RFP. ESCNJ, if applicable, may only be listed as one reference. Include a point of contact, current telephone number, and a brief description of the services provided.

Dellicker Strategies acknowledges the formatting requirements (as clarified) and has complied.

45

ATTACHMENT D: START-UP/TRANSITION PLAN

The start-up plan depends on the services selected. Here is what Dellicker intends to do if chosen to deliver statewide Assessment, Procurement and Management services to the Educational Services Commission of New Jersey. Start-up and transition plans for individual districts will follow a similar approach adjusted for scope and services.

If ESCNJ wants to conduct any procurement activities for the 2019-20 E-Rate year, collaborative procurements must be launched in the early fall 0f 2018. Category 1 and Category 2 services procured in the fall do not require district expenditures until July 2019.

July 11	Proposal Due
July 11-29	Dellicker will respond to written questions from ESNCJ to assist in the evaluation process. Dellicker will submit any additional materials, such as contracts or other documents as requested. Dellicker will be available for oral presentations. Dellicker will finalize its subcontractor arrangements in anticipation of award. Dellicker will not perform any deliverables for ESCNJ prior to the formal award.
July 30	Dellicker starts services
July 30 to Aug 12	Project Kickoff meeting with ESCNJ to determine overall scope and timelines. Dellicker will present an outline of the Technology Assessment for review and approval. Dellicker will provide a list of required inputs from ESCNJ to get started. Dellicker will present a tentative Procurement Timeline. Dellicker will submit an outline of management capabilities for review and approval.
Aug 13 to Aug 19	Tech Assessment Kickoff Dellicker and team meet with ESCNJ team to review scope, documents and launch discussion. Dellicker team distributes Tech Assessment component surveys to ESCNJ team. Develop communications plan with critical stakeholders.
Aug 20 to through Sep 2	Tech Assessment calls to review ongoing activities, ask questions collect information. Conduct initial outreach meetings with key ESCNJ stakeholders Start conducting preliminary procurement work.
Sep 3 to Sep 16	Tech Assessment calls to refine ongoing activities, ask additional questions and gather more info. Continue to conduct initial outreach with key stakeholders. Develop outline of procurement options.
Sep 17 to Sep 23	Conduct analysis of Tech Assessment inputs Conduct follow-up outreach meetings. Get components in place for pending procurements.
Sep 24 to Sep 30	Conduct additional analysis of Tech Assessment inputs Start preparing collateral communications materials Conduct additional research regarding pending procurements.
Oct 1 to Oct 14	Follow up Tech Assessment research as required Begin compiling and writing report Continue outreach
Oct 15 to Oct 21	Write draft Tech Assessment report Refine communications strategy
Oct 22 to Oct 28	Present final draft of Tech Assessment Discuss next steps and recommendations Develop final communications plan
Oct 29 to Nov 2	Launch procurement process. Finalize collateral materials Transition to procurement phase of process

Sample School District
Technology Assessment
Prepared by Dellicker Strategies, LLC

June 26, 2018

Table of Contents

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About Dellicker Strategies

Dellicker Strategies is a veteran owned small business that helps companies and non-profit organizations use technology to improve performance. We deliver proven solutions to common management problems and custom responses to complex leadership challenges. We have 14 years of experience in the fields of broadband infrastructure, business intelligence and project management.

Dellicker Strategies is a leader in helping organizations define, measure, analyze and report specific outcomes related to their technology investments. We help people answer the fundamental question, "Why do we have technology?" Since 2005, Dellicker Strategies has:

- Overseen 75 major telecommunications upgrades worth $210 million
- Launched or improved a dozen cyber-services initiatives for K-12 and higher education
- Provided transformational blended learning services to more than 150 schools
- Benefited more than 2,600 schools and 1.4 million students

Dellicker Strategies is committed to providing outstanding service with the utmost integrity.

We get results.

www.dellicker.com | 8766 Bittners Court, Lehigh Valley PA 18053 | info@dellicker.com

Sample School District Technology Assessment

Prepared by Dellicker Strategies, LLC

Introduction

Dellicker Strategies is pleased to present this Technology Assessment to Representative Area School District (SD). The purpose is to evaluate whether current technology resources are sufficient to support current and future school requirements and make recommendations for improvements.

Methodology

Information for this report was gathered via multiple visits to the school district to inspect technology resources and interview key personnel. The background of the interviewers included experts in strategic planning, technology networks and digital learning from Dellicker Strategies and Luzerne Intermediate Unit, which also oversaw the installation of the district's new Internet service.

Interviewed personnel represented different roles in the district, including business administration, instructional technology, information technology (IT) and district leadership. The Appendices contain specific information about district technology capabilities as provided by district personnel. Data was analyzed in accordance with industry standards and regional best-practices.

Alignment with District Priorities

The first step in writing this report was to confirm the primary goals of having district technology. These are best articulated in the "Representative Area SD District Level Plan" for July 2017 through June 2020, which was recently completed after a comprehensive year-long process. From the District Level Plan:

Summary of Recommendations

• • •

1. Upgrade district Internet access

2. Upgrade core switch

3. Upgrade intra-district bandwidth

4. Replace and rewire remote switches

5. Conduct a review of cabling requirements

6. Install wireless access points in all classrooms

7. Choose affordable back-up Internet

8. Install a new phone system

9. Get more IT help

10. Plan for personalization

11. Choose a Learning Management System

12. Increase opportunities for teacher training

Mission Statement:

The Representative Area School District's mission is to provide an educational environment that promotes excellence for all students, developing life-long learners who are responsible citizens.

In keeping with this Mission Statement, the primary goals of the District's technology program are to provide excellence in education and develop life-long learners.

In addition, this Technology Assessment aims to address the key trends identified in the District's Vision Statement, especially those related to rapidly changing technology, the global community and life-long learning.

In accordance with these directives, all parties agreed to focus on desired outcomes, not the technology itself. The guiding principle for this report is that good technology resources are a means to an end and not the end itself.

Learning Goals

EducationSuperHighway is a leading non-profit focused on upgrading the Internet access in every public school classroom in America. The organization helps school districts understand how much technology to buy for different instructional applications. Dellicker has worked with EducationSuperHighway and refers the district to their resources for background and supplemental information. Click here for their technology Toolkit.

EducationSuperHighway uses a simple matrix to guide schools in their technology planning. Dellicker walked Representative leaders through this self-assessment process. To stay consistent

• • •

RASD is committed to creating an environment in which all students achieve and thrive as a result of quality teaching, quality leadership and quality partnerships with families and community. Key trends:

- Rapidly Changing Technology:
  o Access to and use of information
  o Continuous upgrading of skills
  o Global communication
  o Integration of technology into daily living

- Global Community:
  o Multilingual needs
  o Global competition
  o Multicultural
  o 21st century skills

- Life-long Learning:
  o Adaptability
  o Flexibility
  o Independence
  o Personal development

- Changing Society:
  o Aging society
  o Childcare needs
  o Family dynamics
  o Crisis management

with the District's Mission and Vision Statements, the District requires a "media-rich" technology use throughout the District.

A media-rich learning environment is defined by three characteristics: 1) every student has a technology-enabled learning experience during the school day; 2) video and other rich media are used as a crucial part of the everyday learning experience; and 3) instruction would not be productive if the Internet were unavailable for a day.

Of course, having a media-rich learning environment does not imply that students and staff are completely dependent on technology for education. The intent is not to replace books, personal interactions and proven methods of teaching. Rather, a media-rich environment assumes that technology can and should be used to improve instruction, create diverse educational pathways and individualize learning.

When a media-rich technology environment is implemented effectively to personalize instruction, student academic performance and life-long learning skills are enhanced. For example, the Hybrid Learning Institute is the Mid-Atlantic's largest organization promoting personalization using innovative technology tools and methods. The Institute recently released a new report on personalization in more than 100 regional schools. They found a strong correlation between effective technology programming and better student outcomes.

For example, schools using personalization scored 20% higher on state exams and doubled the rate of academic growth compared to schools using traditional methods of instruction. In addition, personalization was found to be 80% better for developing life-long learning and college and career readiness. Click here for the full [report](#).

Productivity Goals

Besides using technology to improve student outcomes, technology resources can improve school productivity. Like many industries, the proper application of IT helps make employees more productive and adds value to the core services delivered. While learning goals are of paramount importance, Representative also seeks to ensure that school administrative functions are streamlined and improved through the effective and efficient use of productivity-enhancing IT tools.

To achieve the district's ambitious yet realistic learning and school productivity goals requires a new commitment to procurement, training and staff support. The following sections of this assessment detail the critical components of this new infrastructure and provide recommendations about how to prioritize needs and fill in the gaps.

District Infrastructure

District infrastructure describes the technologies and systems required for digital learning and school productivity enhancements. It includes the networks that link the school to the Internet, the connections that distribute digital information to its classrooms and offices and related systems like data storage and electrical power. It also includes the systems and protocols in place to manage these resources and the technology staff that keeps it working.

External Connectivity

Having a fast and reliable Internet connection is a prerequisite to success in the digital age. For educational institutions, Internet access is a bedrock educational resource that only will become more important in the future. External connectivity describes the mechanisms that link the school district to the outside world.

Despite its importance, most schools still spend notably less on Internet access than other comparable learning resources. For example, Representative spends $6,252 per year on Internet access, after factoring the district's annual discount from E-Rate, a federal program that subsidizes certain school technology purchases. Representative's discount for Internet access currently is 80%. While not a trivial sum, $6,252 is a relatively small part of the district's budget for instructional tools and content, which is what the Internet really is.
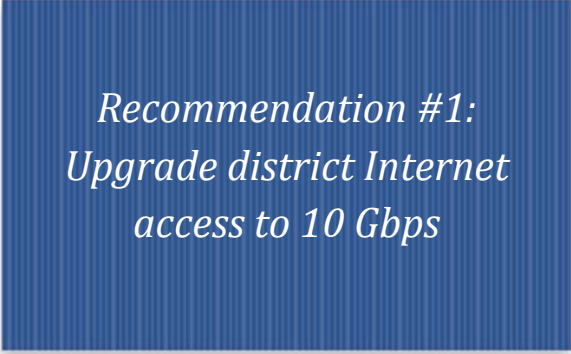
Worldwide Access (e.g. Internet)

Beginning this academic year, Representative took steps to upgrade its Internet access through its participation in the Southeastern Pennsylvania Regional Wide Area Network (SEPA WAN). Since 2006, the SEPA WAN has provided cost-effective Internet access to dozens of regional schools in Luzerne Intermediate Unit 18 and Northeastern Educational Intermediate Unit 19.

Prior to this year's new contract, Representative was buying 100 Megabits per Second (Mbps) of Internet access through the SEPA WAN for $500 per month, after E-Rate. With this year's technology upgrade, Representative now receives 1,000 Mbps of Internet access (or a full 1 Gibabit per second- Gbps), for $521 per month. That's a 900% increase in bandwidth for an 4% increase in price- a great deal for the district and its taxpayers. But it still may not be enough.

Representative has about 3,165 students enrolled during the 2016-17 academic year, not including all the teachers and staff. According to EducationSuperHighway, media-rich content requires about 1 Mbps per student. That means the District may need to triple its Internet bandwidth to support its growing requirements for digital learning. In addition, the State Educational Technology Directors Association (SETDA) anticipates that by 2020, schools will need 3 Gbps of Internet access per student (click here).

Fortunately, upgrading Internet is an affordable and realistic objective for Representative. The new SEPA WAN contract already allows for upgrades to 10 Gbps using the existing contract. Prices will need to be finalized with the intermediate units but should range from $1,500 per month to $2,100 per month after E-Rate discounts are applied. With this deal, the district should have as much Internet as it needs through 2021 for less than $25,000 per year.

> *Recommendation #1:*
> *Upgrade district Internet*
> *access to 10 Gbps*

Regional Access (e.g. Regional Wide Area Network)

The pricing described in the previous section also includes regional access to resources in that area available without traversing the World Wide Web. While the SEPA WAN primarily is used to distribute Internet access purchased in bulk at volume discounts, it also can deliver other content to districts produced and/or stored locally at other districts or the intermediate units.

Since Representative is using all its 1 Gbps SEPA WAN connection to receive Internet access, the district has no excess capacity for regional access. However, since almost all the applications and services that Representative needs are accessible via the Internet, this will not be a problem. The SEPA WAN has value simply as a conduit for Internet. No change is necessary for regional access.

Specialty Access (e.g. Internet2)

In the past, Representative and other districts used alternative networks like Internet2 to send and receive digital information with other educational users. Internet2 was rather popular ten years ago as a faster and higher quality option for specialty applications compared to the regular Internet. In more recent years, PAIUnet emerged to connect districts to each other in a statewide network. Besides aggregating Internet access, these networks largely have become obsolete. Representative does not need to take any special steps to upgrade specialty access to alternative networks.

Networking Equipment

Representative receives its SEPA WAN connection from a circuit operated by its telecommunications service provider (Adams Cable) terminated in the Representative School District Administration Building. The equipment owned by the provider but housed at the district currently includes:

- 1 Fiber patch panel in which to connect the outside plant fiber to indoor fiber patch cables.

- 1 Brocade ICX7250-24 Layer 2/3 switch
- 1 Uninterrupted Power Source (UPS) to power equipment for 1 hour during a power outage
- Optical Transceivers (SFP or SFP+) for the handoff to the school's equipment
- 1 Juniper EX4200-24 Switch for IU handoff and Management

This telecom-owned equipment must be plugged into district-owned equipment to receive and manage the service. District equipment includes a switch to distribute the service, a firewall to maintain the demarcation point between the public Internet and the district's network and an Internet content filter to protect children from dangerous websites and comply with the Children's Internet Protection Act (CIPA). Collectively, this is the "core" networking equipment.

The district technology team already is taking steps to upgrade its core networking equipment. During the fall of 2017, the technology team took steps to replace the old Lightspeed Systems Rocket hardware which was being used for content filtering and the Checkpoint firewall device. These devices were creating bottlenecks that could not handle the tenfold increase in Internet access.

> *Recommendation #2: Upgrade core networking equipment to handle 10 Gbps throughput*

The new hardware, a Dell SonicWall Network Security Appliance (NSA) 5600, is an integrated firewall, content filter and email SPAM filter to replace the Lightspeed and Checkpoint devices. This new device is a big improvement from the previous arrangement, allowing up to 9 Gbps of throughput as a firewall. This device may need to be upgraded again as bandwidth requirements increase.

While the technology team has upgraded its firewall and filter, it has not yet upgraded the main receiving device. Currently, the district uses a Cisco 6500 series switch. This type of device is insufficient to support current and future networking requirements. Replacing this core networking device is a top priority.

Intra-District Connectivity

Once the Internet connection is received from the telecommunications company and routed through the district's core equipment, the data must be accessible to remote campus. It is standard practice for intra-district connections to be larger than inter-
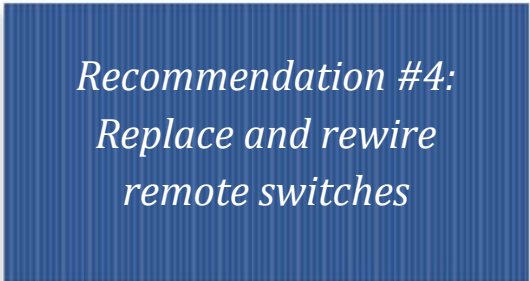
> *Recommendation #3: Upgrade intra-district bandwidth*

district Internet access since the central office typically sends and receives information within the district network that does not require traversing the World Wide Web.

At present, Representative leases two 1 Gbps circuits from PenTeleData to connect its core networking equipment to the Special Education Center and South Elementary. Those circuits combined cost is $740 per month after E-Rate and are under contract until June 2018.

For effective digital learning, SETDA recommends intra-district connections of 10 Mbps per user or 10 Gbps per 1,000 users. Although neither of these two school locations are expected to reach 1,000 students, Representative likely needs to upgrade these circuits to achieve sufficient connectivity to these two schools.

The district owns its own fiber to connect the core router adjacent to the high school to the north campus locations. It consists of six single-mode strands and 12 multi-mode strands. With the proper equipment, this fiber should be sufficient for future needs, but it requires further inspection to be sure.

Recommendation #4: Replace and rewire remote switches

Along with the internal connections go the internal switches. The core router directs data traffic to main switches in each building and secondary switches to further distribute digital information. Bottlenecks in this distribution network can cause significant degradation of network capabilities and render high-speed Internet connections essentially useless.

This is an area of significant concern for Representative, since most of the switches currently being used are outdated and insufficient to handle increased bandwidth traffic. Appendix A lists six different buildings with 40 different switches, almost all Cisco Catalyst 2960 switches. They need to be replaced.

Essentially, this is what would be described as a "forklift upgrade." In other words, the technology needs to be completely upgraded instead of incrementally adjusted. As this occurs, the district must take care to leverage one-time E-Rate discounts for this kind of procedure and to ensure that the new switches and related infrastructure will support future requirements.

Cabling

As the campus switches require attention, so does the intra-district wiring. The current wiring scheme for most of the school buildings dates to 1994, before the Internet existed. The wiring is a mix of Category 5 (Cat 5), Cat 5e and Cat 6, providing various

levels of throughput for high bandwidth applications. This assessment did not attempt to determine where the wiring needs to be replaced and where it is sufficient, only that many of the closets and wiring schemes may require upgrades.

It appears that some of the switches are "daisy-chained" together, creating nodes of failure if one piece of equipment goes down. The preferred approach is to have each switch connect back to the core, or at least to a building hub. Some of the closets are not sufficient for high-capacity networking equipment.

Wireless Access

The district uses a Ubiquiti AC wireless system with a software controller and various access points (APs). The district uses Radius APs for PCs and WPA pre-shared key for iPads and other mobile devices. The wireless network is being successfully used for mobile computing, as required.

Table 1. Wireless Access Point (WAP) Counts (estimated using school provided maps)

Site	Classrooms	Other Areas	Total
High School	80	40	120
Middle School	36	12	48
North Intermediate	34	12	46
North Primary	48	16	64
South Primary	38	12	50
Special Education Center			No map provided

Estimated total number of Wireless Access Points: 328 district-wide

The current wireless system was designed to provide ubiquitous coverage, not sufficient capacity. While the network may allow for wireless service in most locations district-wide,

especially in the high school, it does not have enough density to support anticipated demand. This will be a barrier for future digital learning if it is not resolved.

Recommendation #6: Install wireless access points in every classroom

The lack of wireless capacity is partly due to heavy reliance on cabling. This is a district preference, although most schools are trying to maximize mobility as opposed to tethered Ethernet cables. Mobility encourages accessibility, portability, ease of use and better economics.

Generally, it is cheaper to use wireless than wired access for student computing. Upgrading wireless access will not replace the need to upgrade district cabling, but it will make the cabling project cheaper.

Storage

Data storage keeps district information in a safe place where it can be used and managed for successful learning and school administration. Generally, districts use two types of storage, on-site servers and offsite drives, also known as cloud-based services.

Servers

The district makes extensive use of on-site servers to store and manage information. Appendix B shows the different models and their current usage. While some of these devices are getting old, servers can be replaced as required and generally do not require wholesale replacement. Many are very new and run using Microsoft's HyperV virtualization solution successfully.

Cloud-Based Services

With the advent of ultra-high capacity and extremely affordable Internet connections, the need to store information locally has declined. Some software providers still require users to host information locally, but almost all have moved to the cloud. Cloud-based storage provides a secure and affordable alternative to local storage for most applications, if the bandwidth is reliable. With the move to Office 365, the use of cloud-based storage is increasing rapidly within the district. Continuation of the district's EES agreement for Microsoft will ensure the district staff and students can easily migrate services to the cloud as needs shift.

Power

Dellicker did not test or inspect the electric power infrastructure in Representative's buildings but we did ask questions about sufficient power to support increasing numbers of computing devices. None of the staff thought lack of power is a problem.

However, there is a problem with the district's Uninterruptable Power Supply (UPS) system. Apparently, when the power goes off due to a storm or other outage, the network loses power for a few seconds before the generators turn on. This causes machines to turn off and reboot and is contrary to the purpose of having a UPS.

While the new UPS installed by Adams Cable may solve this problem, this requires further investigation. If the power lag still occurs with the new Adams UPS, then the district needs to investigate why the automatic systems are not working as required. The problem could be as simple as replacing old batteries in old UPS equipment or making sure the equipment is configured correctly.

Resiliency

If networks truly are to become a critical tool for instruction as Representative desires, then the district needs to take steps to ensure the resiliency of the network. This includes having a redundant option for Internet connectivity, a back-up plan for storing school information and a plan for disaster recovery. It also requires a precise monitoring system to alert IT staff when the network is having problems for better service support and troubleshooting.

Redundancy

At present, the district has no redundant Internet connection in case the main connection goes down. This is a common problem for many districts, especially since the E-Rate program does not subsidize redundant connections. For Representative, this means that a redundant connection effectively costs four times that of a primary connection. It's no wonder that schools don't have redundant Internet.

One option is to purchase a second connection regardless of cost. To truly be effective, the connection would need to use a different transport line and enter the district through a different path from the current path. Often, this is difficult and expensive for rural schools; sometimes multiple pathways simply do not exist. For Representative, the only viable alternative to Adams (which is leasing PenTeleData's fiber) is Verizon. That may be too impractical or expensive.

> *Recommendation #7: Choose an affordable back-up Internet alternative*

Another scenario would be to deliver Internet access to an alternative campus location (south campus or Special Education Ctr.) and distribute it to the main campus via existing lines in case of network failure. If the Internet is purchased as "additional" Internet instead of redundant Internet, it may qualify for E-Rate. Regardless, this is likely to be an expensive solution.

A more affordable solution would be to use cable modems or cellular wireless data plans as a backup of last resort. These solutions would not provide enough bandwidth to keep dozens of students streaming instructional videos, but they could provide sufficient capacity for administrative functions and basic student applications. For example, if the Internet goes down during a board meeting, people still could access BoardDocs.

The key issue to consider is cost versus benefit. Yes, it is desirable to have redundant connectivity so instructional plans are never interrupted. Unfortunately, the costs for achieving that goal may simply be too high. Perhaps when the Internet goes out the teachers can have the students read a book?

Back-Up and Disaster Recovery
The district uses Barracuda Networks software and Synology hardware for on-site data back-up and storage. With the implementation of Office 365, additional off-site options are available. Back-up storage should include on-site and off-site options and ensure the integrity and security of sensitive data. Disaster recovery should include not just recapturing lost information but ensuring continuity of operations in case of emergency. Ideally, disaster recovery plans should be rehearsed periodically.

The district has active rules and procedures related to records management in Section 800 Operations of its Policy Manual. Specifically, Section 800 pertains to Records Management, 800.1 is Records Retention and 800.2 describes Records Destruction. Generally, these sections describe how information should be handled and not how information would be recovered. This is an area where more clarity could help ensure better contingency planning in case of a problem. The district should consider separate policies for handling electronic student records and data breach procedures and notification.

Systems and Protocols
The district has specific and clear rules about the use of information networks. Policy 815 Acceptable Use of Internet/Network contains a detailed description of expectations and requires students, parents and staff to review and acknowledge applicable directives. Policy 816 Telecommunications Access provides additional guidance related to what types of digital content are appropriate for instruction.

Voice/Telephony

According to the technology staff, upgrading and improving the district's telephone system is one of the "top-three" priorities for the next few years. While the current system has worked well for two decades, it is time for a change.

Recommendation #8:
Install a new phone system

The current technology is a Lucent Definity telephone system from around 1994 when AT&T still was in the local phone business. It takes up a lot of physical space, requires plenty of "plain old telephone service" (POTs) lines and the service support is going away. It also is rather expensive, very antiquated and the E-Rate phone subsidy that has sustained the service for two decades is being phased out.

The SEPA WAN has built in capability to use SIP trunks via the existing transport links from the district to the intermediate units. What this means is that existing transport connections could be used to eliminate the POTs lines and consolidate services over a single fiber connection. It is quite possible that a new Voice over IP system could pay for itself within a year or two of implementation.

Infrastructure Support

The district's IT infrastructure is segregated into two different functional categories, administrative and student (instructional). Mostly, this distinction is organizational, although it also includes some technical differentiators.

IT staff consists of a Director of Information Services, a Network Administrator and two technicians. Generally, the Director manages the administrative network and the administrator handles the student network. Technicians handle general IT tasks like solving problems, fixing things and setting things up.

The IT Department could use some assistance. During certain times of the year, especially summer, the workload exceeds available staff time. Some of the duties performed by the technicians might be good tasks for outside resources, like the intermediate units, to provide specialty skills and free their time for more important priorities. The IT training budget of approximately $7,300 probably is not enough for the IT staff to learn about all the new systems they must understand.

Much of the Network Administrator's time is spent handling "help-desk" type problems and the Director gets drawn into urgent but less important matters out of necessity. Additional

automation may help alleviate some of the workload, but consistent transitions to new platforms and technologies are counteracting the time saved from more efficient systems.

As the district implements new systems and upgraded capabilities, the IT staff needs commensurate new resources to stay ahead. Otherwise, the systems will not work as expected and staff and students will lose confidence in the technology.

*Recommendation #9:
Get more IT help*

Classroom Computing

With a reliable network in place and bandwidth to spare, schools can start using their digital infrastructure in classroom settings. The interface between the data and the student mind is the device. Classroom aids and other learning tools further help to personalize the experience of students and teachers with technology.

Representative already has a robust process for purchasing, maintaining and managing its classroom computing systems. The district has approximately 3,000 computing devices, which is getting close to a one-to-one ratio of computers to students. Each year, the district budgets almost $400,000 for new classroom computing devices to be replaced every four years, either purchased or leased.

Many schools do not have such a sustainable and organized plan for refreshing technology. Appendix C contains a list of computers and classroom aids.

Student Devices

Perhaps because the device is front-and-center every day, schools tend to spend a lot of time thinking about which type of device to use and what brand to buy. The choice of device often has very little impact on educational attainment, so it makes sense to choose an affordable option.

*Recommendation #10:
Plan for personalization
with student computing
devices*

The most important consideration for schools in selecting a student device is what the students will use it for. If possible, choosing the applications should always precede choosing the device.

Personal Computers

The overwhelming majority of personal computers (PCs) in Representative are Lenovo desktop devices. This reflects a strong district preference for the brand, a reliable track record for

performance and an affordability factor that benefits the taxpayers. What is a bit unusual compared to other districts is the emphasis on fixed desktop workstations instead of mobile laptops.

The trend in Pennsylvania and nationwide is toward 1:1 mobile computing. This moniker reflects the ratio of the number of computers to the number of students. Representative already is close to this ratio. However, the moniker also assumes that each student gets his or her own assigned device.

A 1:1 program is easier to manage, offers increased accessibility to students and delivers superior characteristics for personalization. It also may be more affordable to the district over time. Representative would not need to change its brand preferences to move in this direction and the migration could be gradual.

Laptops
Most available laptops are Lenovo devices. It was previously noted that wireless access points provide nearly ubiquitous coverage but not enough capacity for all the potential users. This is partly due to the lack of mobile computing requirements; the district has relatively few laptops compared to fixed workstations. If the district does increase laptop deployment it will need an associated upgrade of its wireless infrastructure.

Tablets
The district has several hundred iPads deployed throughout its school buildings with most in the High School and North Primary. The iPads are used for specialty applications and present an additional management challenge for IT staff. As a rule, tablets should be used for specific learning applications being used by district teachers with support from and direction from the central curriculum office.

Bring Your Own Devices
Representative district leadership has expressed little interest in a bring your own device (BYOD) program. Although many districts employ BYOD programs successfully, they do present unique challenges for management and security. This is a reasonable position for the time being.

Teacher Devices
The district provides computers for most teachers for various instructional and administrative functions. Many teachers have two devices, a desktop PC and a laptop computer. While having a dedicated presentation computer is a good reason for the second device, it is not required. Transitioning towards laptops only in most cases probably will save time and money.

Classroom Aids

Representative has an extensive inventory of smartboards, televisions, printers, projectors and other classroom aids to help teachers deliver quality instruction. Appendix C lists those devices by school.

Despite the impressive inventory, most of these devices are outdated, especially printers, projectors and smartboards. IT staff also identified the lack of touch screen monitors and flat screen televisions as an area for improvement. In fact, improving the audio-visual technologies in classrooms was identified as a "top-five" priority item for the next few years.

Furniture

There is no immediate need for a furniture upgrade. However, many classroom aids and classroom setups are geared towards whole group instruction. Other classroom arrangements like station rotation are proliferating throughout Pennsylvania and across the nation.

These new classroom arrangements can incorporate existing aids and furniture in these new environments just fine, but as they need to be upgraded for wear or abuse, the district ought to consider creative upgrades that encourage personalization.

Policies and Procedures

As already noted, the district posts directive 815 Acceptable Use Policy on its website and requires students, parents and staff to acknowledge compliance. In addition to this policy, the district should consider adding a social media policy to further ensure that students and staff are using school computing devices appropriately.

Classroom Support

Reference the section on infrastructure support. The maintenance of two separate networks for administration and students is good practice for security and standard practice for the district. Perhaps the district could consider updating its policies regarding Active Directory to integrate both systems more seamlessly within the new SonicWall content filter. This could automate some processes and simplify classroom management. Representative probably lacks the manpower to effectively support all its classroom technology.

DATA SECURITY AND INTEGRITY PRINCIPLES FOR REPRESENTATIVE AREA SD

1. All data must be inputted accurately
2. Accuracy and completeness of all data is maintained
3. Breaches of security are controlled, properly detected and reported

-From the Directory of Data Sources, Reporting Tools and Educational Tools 2015-16

Information Management Tools

With adequate devices and infrastructure, the district is poised for digital learning. But, students, teachers and staff still need the right tools to tie it all together. Otherwise, instead of having an effective system for improving learning and productivity, the district has a complicated mess. Fortunately, Representative is on its way to having an effective digital enterprise.

The district's Director of Educational Technology has compiled an impressive inventory of all the data sources, reporting tools and educational tools in Appendix D. The consultants relied heavily on this inventory for this section of the report and for the digital content section of the report. Instead of listing each of the tools, this analysis highlights some of the most significant tools and identifies some gaps between the current state and desired end-state for information management.

Student Productivity Tools

With the advent of Office 365 in the district, students will have access to a powerful system to enhance their ability to learn. Students also use Google Docs and other productivity enhancing applications at Representative. Often, the use of these tools is dependent on the choices of the teacher.

Assessment Management

Representative uses Performance Tracker to track assessment results. The system is not ideal. Although it remains widely used in Pennsylvania, it requires extensive training, manual entry and is not user friendly. The district also uses PIMS as an early warning dashboard system and DIBELS to track student progress. The PVAAS system is also used for assessment management. Having a more cohesive and easier to use system for monitoring, analyzing and reporting student assessment data could be very valuable.

Content Management

Discovery Education is probably the closest thing to a content management system at Representative. Discovery allows users to find applicable digital media clips that are aligned with the curriculum to supplement teacher-led instruction.

Learning Management

Representative does not really have a Learning Management System. A learning management system (LMS) allows districts to administer, document, track, report and deliver digital instructional content. Having a good LMS makes it easier for teachers, students and support staff. This is a top area of focus for Representative as it expands digital learning capabilities across the district.

Student Information Systems

PowerSchool is Representative's primary Student Information System (SIS). It is used to manage various aspects of student data. PowerSchool is widely used across Pennsylvania as part of the Central Susquehanna Intermediate Unit's (CSIU) suite of software applications.

The district uses add-ons to supplement PowerSchool, some of which are well-integrated and some that are not. Blackboard Connect is being used as an automated phone calling system but might be better coordinated with the SIS. CareDox is used to manage health information, Cognos is a PIMS reporting tool, and Docushare is a related archival system.

School Operations Tools

School Operations Tools also help the district manage digital information, especially for staff and administration. The district uses several tools for this purpose besides the PowerSchool SIS.

Representative relies on CSIU for its financial software and employee portal. AESOP is a web-based tool for tracking substitute teachers and employee time off. That tool seems to be working well.

Microsoft 365 will provide additional features and benefits to enhance staff productivity. When this is fully integrated with the new filtering device procured earlier this fall, many of the district's email problems should go away. When problems occur, the district's Spice Works tool manages the helpdesk.

Policies and Procedures

In addition to the policies and procedures already identified, the Directory of Representative Area SD Data Sources, Reporting Tools and Educational Tools for 2015-16 offers additional guidance.

Applications Support

The same four people who monitor the network infrastructure and all the devices also are responsible for most of these Information Applications. This is too much for them to effectively manage. Not only does this strain their available time, it also increases their required set of proficiencies.

The Dellicker team noticed one important point related to organizational structure that is worth addressing. Although everyone in Representative acknowledges and agrees that the applications should be driving the technology and not the other way around, the educational technology team depends on good relationships as opposed to organizational structure to request IT support. This is not necessarily a problem, but it does not reflect district understanding that curriculum drives technology.

Digital Content

Digital content is the final technical component to achieving district learning goals. The content is the actual media used and manipulated by students to help them learn. Effective digital content depends on a reliable network, applicable devices and information management. With the advent of adaptive content, personalized learning and mastery-based progression, good digital content can make a significant difference in the lives of Representative's students and the effectiveness of their schooling.

Online Courses

Representative offers a complete distance education curriculum to its students through the Northeastern Educational Intermediate Unit's Northeastern Online Learning Academy (NOLA). NOLA is a franchise offering from the Capitol Area Online Learning Academy (CAOLA), which is the largest and most successful public school district cyber academy in the state.

Using content from various providers such as Apex, Edison Learning, and Accelerate Education, NOLA provides an option for home-school students, credit recovery and supplemental online courses. As of September 2016, 46 Representative students were enrolled in NOLA.

Core and Supplemental Instruction

Besides complete courses, Representative offers a growing list of digital instruction content to supplement traditional learning. These online resources are used in various ways to help students learn better and faster. They can include learning objects, videos, games and other interactive tools.

One important component of Representative's curriculum is Discovery Education. Discovery was previously identified as a Content Management System, but it's more important role at Representative is to deliver curriculum. Indeed, Discovery is being used instead of textbooks for some classes.

Go Math is a new digital program being used for K-6 instruction. It is part of the Houghton Mifflin textbook curriculum. Scholastic Read 180 has been used for many years in a station-rotation model for remedial readers. Edmark also is used for reading special education.

Assessments

One of the most important things about using digital content is taking advantage of related assessment tools. Diagnostic, formative, benchmark and summative testing can help inform the instruction and provide true differentiated education. It also can help enable mastery-based progression. The advantage of digital assessments is their ease of use for the teachers. Testing can be automatic.

The district makes good use of Study Island for state assessment preparation and administers CDTs. Dibels is used to analyze student testing data at certain times of the year but is not really being utilized to inform instruction or differentiate. The Coach SAT program for college testing preparation may need to be replaced with a program more directly aligned to the college boards. Overall, digital assessments are an area where Representative may identify areas for improvement.

Content Creation/Curation

Without a LMS, content creation and curation is more difficult. Certainly, teachers at Representative are creating their own online learning materials, as are some students. But, this will remain teacher-focused and decentralized until the district comes up with a management solution.

In the meantime, the district uses several tools to develop and track instructional content. For example, Career Cruising is a web-based tool to track student career goals. The library uses Follet and Access PA to supplement its collection of books. Discovery is important here as well.

There has been some discussion about using Blackboard Connect as a telecommunication tool. The district may want to consider easier to use and very affordable options such as Zoom, which is available through their Intermediate Unit.

Professional Development

Of course, the best technology combined with the best digital content will fail to help students if the teachers don't know how to use it. Teacher training becomes a critically important piece of the plan. At present, the educational technology team is very busy training teachers. They always can use more help.

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Recommendation #12: Increase opportunities for teacher professional development

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One problem is the availability of teacher time. Substitutes cost $125 per day and are hard to find. Due to contracts, teachers cannot be forced to attend supplemental training. Even when there is scheduled time for training, the district needs to sometimes focus on important but non-instructional items.

There is no easy solution to the professional development bottleneck. The current budget of $50,000 is probably too small. Online options can make a significant impact. By allowing teachers to take online training when they need it, teachers are likely to receive better professional development.

Key Findings and Recommendations

This assessment identifies 12 recommendations in all four evaluated areas. A quick recap and summary is noted below. In addition, where possible, a timeline for implementation and budget is identified.

Summary Impact

In the current fiscal year, the only additional costs to implement these recommendations would be $750 for the backup Internet (#7) and $50K in planning costs for personalization (#10).

Next year, the district would need to budget approximately $70K in one-time costs to pay for the non- E-Rate portion of the new equipment (#2 and #4) and $100K for one-time phone system costs. The big unknown is the extent of the spending required for the wireless and wiring overhauls (#5 and #6).

The permanent budget increases will be due to additional IT support and professional development required to integrate and use all the new technology. The district is going to need to identify about $300K to $400K in new spending to support these new initiatives annually plus the initial capital expenditures for the technology upgrades. Depending on the scope of the cabling project, the district may not require a bond issuance after all.

Recommendation	Timeframe	Estimated Cost
#1: Upgrade district Internet access to 10 Gbps Consider an upgrade to 2 Gbps for 2017-18 using the exiting SEPA WAN contract. Plan for 2-3 Gbps by 2018-19 and 10 Gbps by 2020 to meet bandwidth demands.	Probably can wait until 2018	Less than $20K annually
#2: Upgrade core switch to handle 10 Gbps throughput This should be done during the current E-Rate cycle via competitive procurement process. This already is underway.	Now	$20K with 80% E-Rate discount-one-time cost
#3: Upgrade intra-district bandwidth Start evaluating the quality of the inter-campus fiber connection this spring. Upgrade to coincide with the expiration of the current fiber contract.	Spring	$20K annually
#4: Replace and rewire remote switches This should be done during the current E-Rate cycle via competitive procurement process. This already is underway.	Now	$50K with 80% E-Rate discount-one-time cost
#5: Conduct a review of cabling requirements Item #5 and #6 are related. The district will need to spend some time this spring evaluating the potential scope and costs of a wiring overhaul and closet forklift project.	Spring	Unknown. Candidate for bond financing-one time capex
#6: Install wireless access points in every classroom Some existing APs may need to be replaced; others may be used. To accurately price this effort will require additional work. Some may be financed with E-Rate.	Spring	Unknown. Candidate for bond financing-one time capex
#7: Choose an affordable back-up Internet alternative This can be done anytime. A cable modem or wireless backup plan would not be E-Rate eligible.	Now	$1,500 annually
#8: Install a new phone system A new VoIP system will require the preparation of an RFP. The VoIP system may pay for itself in a year or two.	Spring	Plan for $100K outlay followed by reduced costs
#9: Get more IT help Outsourcing to the intermediate unit may provide the flexibility required to see what new help is necessary.	Summer	$100K annually
#10: Plan for personalization This is related to device strategy but impacts instruction. The only new expense would be for developing the plan.	Spring	$50,000 from software or device budget
#11: Choose a Learning Management System (LMS) This would go along with item #10. It will be a critical component to a more integrated digital curriculum	Summer	$25,000 annually from software or device budget
#12: Increase opportunities for teacher PD Estimate 20% of budget for IT and software ($125K). District would be better off spending less on IT and software and more on training if zero-sum budgeting	Summer	+$75,000

Additional Findings and Observations

Where appropriate, the Dellicker technical team identified additional items that should be considered. These findings and observations either elaborate on the existing recommendations or provide other options for review. These are listed below:

- The district may want to create a star topology with central Main distribution framework (MDF) and Intermediate distribution framework (IDF) structure in its buildings. To accomplish this, the district may need to run new fiber optic cabling from the MDF in each building to all IDF locations or redesign existing spaces where possible.

- The district should identify new IDF locations in high availability wired labs in all schools, add wireless access points to all classroom locations and connect wiring closets with new switches that are 10 Gbps/40 Gbps capable.

- The district should consider replacing all network switches with 10 Gbps capable devices that have additional capacity for new access points, VOIP phone systems and security cameras.

- Network & Server Monitoring - Basic monitoring should be setup with up/down and ping times; this could help with troubleshooting. Monitoring of servers and networking equipment appears to be done mostly manually.

- District should replace all access points with new high density deployed models capable of supporting gigabit throughput.

- High School MDF/Server Room:
  - Cabling needs significant work; a major overhaul is needed to clean up existing setup.
  - Servers seem to be backwards in rack; air conditioning blows on the exhaust side of the servers- not the intake side.
  - Consider redesign of entire room as part of wiring project

- As part of project – Evaluate current district owned Fiber between High School and Middle School for throughput capability, looking for 10GB minimum, ideally 40GB.

- The district should consider Office 365's InTune to manage and deploy iPads in place of or in conjunction with the current Meraki solution.

- Post 470 for direct internet access from PTD, at minimum look at cable modem for Admin office for event WAN is down.

- Consider adding generator support to server room and wiring closet uninterruptable power supplies (UPS) to protect devices and network hardware.

Conclusions

Representative is well on its way to achieving its goals of excellence in education and more productive schools through technology. Additional work needs to be done to understand potentially expensive variables such as cabling costs. However, the recommendations appear to be achievable and affordable for Representative. If these gaps are closed, the district will have ample technology resources to improve the quality of teaching and learning and help the district achieve its instructional mission.

ATTACHMENT F: QUALITY ASSURANCE PROGRAM

Dellicker Strategies strives to deliver complete, accurate and error-free products to its customers. Accordingly, the company employs a Quality Assurance Program to ensure the highest quality work.

Definitions:

Original Author: The primary writer of the client materials.

Content Reviewer: Subject matter expert qualified to review the technical work of the original author

Editorial Reviewer: Person who is not necessarily a technical expert but reviews deliverables for typographical errors, formatting mistakes and grammar.

Project Manager: The person responsible for the client work product.

Process

Step One. Production of the "Final Draft"

The original author has the responsibility to produce a "final draft" that is 100% free from errors and omissions and is ready to be delivered to the client. When the final draft is complete, the original author will submit the product to the project manager for quality assurance.

Step Two. Content Review

The final draft will be sent to a content reviewer to check the technical presentation. This can include re-checking math calculations, reviewing recommendations and generally scrutinizing the quality of the technical work. Although the content reviewer may make incidental editorial changes during the content review process, the primary purpose is to check for technical accuracy of the presentation.

If the content reviewer makes any changes besides minor editorial fixes, he/she will return the final draft to the original author, who will produce a new "final draft" and start the process at Step One. Otherwise, the content reviewer will send the "revised final draft" to the editorial reviewer.

Step Three. Editorial Review

The editorial reviewer will check the "revised final draft" for editorial content and make revisions directly into the document. After completion of the review, the document will be sent back to the original author as the "reviewed final draft."

Step Four. Final Review

The original author will have one last chance to review the "reviewed final draft" prior to delivering the product to the project manager for delivery to the client.

Step Five. Client Delivery

The final product will be delivered by the project manager to the client in final form. Even if the client needs to review the draft prior to publishing, Dellicker Strategies will deliver a product that already has gone through these five steps of quality control.

Dellicker Strategies may modify this process if the demands of the client require its modification.

Daniel J. Backo

Director

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AREAS OF EXPERTISE

Industry Expertise
- Cyber Security
- Risk Management
- Physical Security
- Identity Management
- Program Management
- Strategic Planning
- Privacy and Data Management
- Social Media Technologies
- Disaster Recovery
- Continuity of Business Operations Planning
- Executive Protection
- Major Security Event Planning
- Critical Infrastructure Protection
- Workplace Violence
- Law Enforcement

Functional Expertise
- Program & Project Management
- Network Security Focused Software Toolsets
- Public Key Infrastructure Technologies
- Cable and Broadband Technologies
- Disaster Recovery
- Continuity of Business Operations Planning
- SCADA and Industrial Control Systems
- Supply Chain Security
- Risk Management
- Executive Protection
- Major Security Event Planning

Education / Certification

PROFESSIONAL SUMMARY

Daniel is an executive leader with demonstrated success in federal government and corporate organizations. He has experience in the areas of strategic planning, program management, business development, finance, human resources, procurement and acquisition, risk management, cyber security and information technology.

WORK EXPERIENCE

2016, Integrity Consulting, a subsidiary of Mazars USA LLP
Senior Advisor, Management Consulting

- **Nitto Denko Avecia Pharmaceuticals, Project Lead**
  Completed a FISMA 800-53 risk assessment to confirm compliance with required National Institutes of Health information security standards. Developed planning document to address Plan of Action and Milestones required remediation actions. Currently developing 3 Year information security action plan for the organization.

2014 –2016, HillardHeintze LLC.
Vice President, Security Risk Management

- **Department of Homeland Security, Federal Protective Service, Project Lead**
  Led the development and implementation of a cyber and physical security assessment and remediation solution focused on the industrial control systems of the 9000 federal facilities protected by the agency.

- **Public Company Accounting Oversight Board, Project Lead**
  Led the engagement team that completed a risk assessment and program review of the agency's physical security, workplace violence, business continuity planning and risk management operations. Led the development of the final report delivered to board of directors, senior leadership team and the agencies parent organization, the Securities and Exchange Commission

2006 –2014, PricewaterhouseCoopers, LLP
Managing Director, U.S Public Sector Practice

- **Department of Homeland Security, Federal Network Resilience, Project Director**
  Led the engagement team which was charged with providing leadership, strategy and project management for improving the effectiveness and consistency of information systems and cyber security across the U.S. Government. Leader of the project management team focusing on the Continuous Diagnostics and Mitigation (CDM) cyber security effort and the Cybersecurity Performance Management (CPM) program which provided measurement, analysis, and operational support for Federal civilian executive branch departments and agencies in their compliance with government-wide FISMA requirements

- **Department of Homeland Security, Network Security Deployment, Project Director**
  Led the team providing program management and cyber security subject matter expert support to the Network Security Deployment Division, in partnership with the United States Computer Emergency Readiness Team (US-CERT).

- **The Hartford Insurance Company, Project Director**

- Harvard University Center for Strategic Computing and Telecommunications Certificate Program
- United States Secret Service Special Agent Academy, Graduate and Class President 1991
- Northern Virginia Criminal Justice Academy, Graduate 1988
- International Chiefs of Police Association Special Weapons and Tactics Training Program, Graduate, 1991
- King's College Wilkes-Barre, Pennsylvania, Bachelor of Arts 1988
- National Security Agency, Information Security Assessment and Evaluation Methodology (IAM - IEM) Certification
- Information Systems and Control Association, Certified in Risk and Information Systems Control (CRISC) Certification
- Cloud Security Alliance, Certificate of Cloud Security Knowledge (CCSK) Certification

Led the engagement team that completed a risk assessment and program review of the Hartford's physical security, executive protection, business continuity planning and risk management operations. Led the development of the final report delivered to The Hartford chief executive officer and senior leadership team.

- **Department of Homeland Security, Federal Emergency Management Agency, Office of the Chief Security Officer, Project Director**
  Provide management support to the FEMA Chief Security Officer, supported on-going programs in the areas of access control, continuity of operations planning, physical security assessments and federal facility security compliance.

- **Nuclear Regulatory Commission, Subject Matter Expert**
  Responsible for providing subject matter expert support for the agencies identity management and logical access initiative.

- **VISA USA, Secure Data Warehousing Program Office, Subject Matter Expert**
  Provided recommendations to VISA USA management to increase the security of the client's current security architecture to address future risks. Also, identified available technology solutions to greater enhance VISA USA's current information security programs.

- **Department of Homeland, Office of the Chief Security Officer, HSPD-12 and Identity Management Program Office, Engagement Manager**
  Supported the program executive responsible for all Homeland Security Presidential Directive 12 (HSPD-12) initiatives and associated identity management programs. In this capacity, co-author of the Department of Homeland Security's HSPD-12 project and technical strategy plan for DHS headquarters and all DHS component agencies.

2005 –2006, Total Systems Technologies Corporation
Program Manager
- Managed engagements which provided executive level policy and technology support to the U.S. Citizenship and Immigration Service (USCIS) Office of the Chief Information Officer (CIO), Office of Special Investigations (OSI) and the U.S. Coast Guard. Represented the Office of the CIO at senior management events and working groups. Experience includes the certification and accreditation of multiple critical agency applications in line with federal FISMA requirements.

2004 –2005, Enspire Technologies
Program Manager
- Managed an engagement which provided senior level policy and technology support to the Department of Labor's Chief Information Officer and his senior staff. Led the project team developing the identity management implementation plan to include development of a gap analysis, project schedule, technical implementation plan and budgetary documentation. Responsible for the development of U.S. Office of Management and Budget mandated response documentation.

2002 –2004, Operational Research Consultants
Project Manager
- Led a major project overseeing the implementation of a global public key infrastructure solution for the U.S. Navy's Naval Supply Systems Command. Experience included leading the development of the solutions system security policy and related system disaster recovery and continuity of operations plans.

2001 –2002, National Association of Computer Consultant Businesses
Director, Strategic Alliances
- Senior member of the executive management team of this industry trade association with more than 500 member companies from the information technology solutions and staffing industries. Developed key strategic partner relationships with major industry vendors. Identified and evaluated vendor products and solutions for use by association member companies in the areas of information technology, financial management and business services.

1998 –2001, National Cable and Telecommunications Association
Director, Office of Cable Signal Theft
- Member of the executive management team of this major industry trade association with more than 2000 member companies from the cable programming, internet, telephony and hardware sectors. Led project teams developing the industry's strategy addressing the business and regulatory concerns of cable technology and content protection. Industry liaison to the Motion Picture Association of America for content protection and piracy issues. Traveled nationally as an industry expert witness on content protection issues.

1992 –1998, United States Secret Service
Special Agent, Presidential Protective Division
- Led diverse teams responsible for operational, training and logistics programs focused on the protection and life support of the President and the First Family of the United States of America. Experience includes assignment in the Washington Field Office economic and computer crime investigations section.

1988 –1992, City of Alexandria Virginia Police Department
Police and Special Operations Team Officer
- Served as a law enforcement officer responsible for the protection of the citizens and property of the City of Alexandria, Virginia. Experience includes serving as a special operations team officer.

Steve Benson, Partner, DaVinci Group, Philadelphia, PA

Stephen Benson has more than 20 years of experience developing and maintaining successful partnerships that optimize businesses' bottom lines through carefully crafted, customized operational models for IT and telecom services and sourcing. An expert at aligning business goals with innovative technology solutions, Mr. Benson adeptly identifies cost-saving applications and productivity improvements for his clients.

Mr. Benson has partnered with a variety of businesses—from entrepreneurial startups to SMBs and established enterprises—and spent more than 12 years at a Fortune 500 organization. There, he gained a comprehensive knowledge of challenges faced by organizations that undertake rapid growth and global expansion as he assisted in the international expansion of the commercial real estate finance arm of General Motors. Responsible for the leadership and direction of all infrastructure, telecommunications, and development architectures at GMACCM (General Motors Acceptance Corporation Commercial Mortgage), Mr. Benson implemented technology-driven solutions that aligned corporate business objectives with cohesive technology strategies for the global enterprise.

Mr. Benson earned a bachelor's in Computer Science with a minor in Business Administration from LaSalle University. He has completed executive studies at The Pennsylvania State University, MIT Sloane School of Management, and Babson School of Executive Management.

MAZARS

James P. Cox CSM (Ret)

Director of Federal Programs

CONTACT INFORMATION

AREAS OF EXPERTISE

Industry Expertise
- Facility Security Officer
- Security Management
- Exercise Management
- Risk Assessment
- Physical Security
- Anti-terrorism Force Protection
- CPTED
- Law Enforcement
- IT Risk Assessment
- IT Disaster Recovery
- Interoperability Planning

Service Specialties
- Exercise Planning & Management
- Security Force planning
- Threat and Risk Assessment
- Law Enforcement Training
- Emergency Response Tactics and Procedures Planning
- Police Department Peer Review and Assessment
- Security and IT Systems Assessment

Licenses & Certifications
- DoD Secret Clearance
- FEMA 100/129/200/700/800
- HSEEP Exercise Planner

Technical
- MS Office Suite
- SharePoint/CRM/Project
- Active Directory Management
- Exchange Server management

PROFESSIONAL SUMMARY

James is currently the Director of Federal Programs at Integrity providing management of business development and federal program operations. James also provides project management on a variety of Security, Emergency Management, and IT related projects. He supervises daily operations, provides guidance and review in proposal development, and response as well as maintains corporate policies and education programs. He has recently provided exercise planning for several projects including a functional exercise series for Montgomery County MD, CATEX 2015 and recently completed a FEMA Region 3 Catastrophic Preparedness Exercise Series which included a workshop, two working groups and a functional exercise.

Previously James conducted an independent assessment of tier 1/2/3 Service Center operations within a federal facility and was the project manager for an IT Security Assessment that provided the evaluation and next steps for a county organization absorbing another entity within the county. He also completed a technology assessment for The Montgomery County Emergency Manager to identify critical infrastructure upgrades for the county EOC. Previously James performed key tasks under the Navy ATFP Program Ashore Program Management Office (PMO) for Naval Facilities Engineering Command (NAVFAC). While supporting the Navy ATFP PMO contract James provided expert coordination and facilitation at all program levels - NAVFAC HQ, CNIC HQ, FEC HQs, FEC Field Offices, Regional HQs, and Installation Security, Public Works, and Fire Departments. James also provided Project Management overseeing visits to all Navy installations both Conus and OConus to conduct an inventory and assessment of Legacy Physical Security Systems, including associated equipment, and other ATFP technology representative systems. James was also the Project Manager tasked to provide peer review and independent verification and validation of select Navy Region Security and Police Departments.

James formerly was a Supervising Sergeant leading the Special Operations Unit of the Metropolitan Washington Airports Authority (MWAA), where he was responsible for contingency planning and operations, to include managing all MWAA Special Operations assets; these assets include the Special Response Team (SWAT), the Hostage Negotiation Team and the Motor Unit. Additionally, James is a retired Command Sergeant Major (CSM) last assigned at the USAR 78th Division Simulation Exercises Group, where he served as Senior Enlisted Advisor to the Commander and supervised 130 professionals engaged in the evolution and execution of emergency management and other response exercises for customer units.

PROJECT EXPERIENCE

Montgomery County Functional Exercise Series 2016-17

Lead the planning and provided exercise evaluation for two functional exercises for the Montgomery County MD Emergency Management Department. The team provided all exercise planning and execution including the development of objectives, initial/mid/final planning meetings, the exercise and AAR for a fall and spring catastrophic exercise.

Regional Catastrophic Planning Team (RCPT) NY-NJ-CT-PA Lifeline Sectors Exercise Series 2014-15

The Senior Planner for a Workshop Exercise and a Drill to be conducted in NYC bringing together the Private Sector Food/Fuel/Electric Companies and the FEMA Region III State and Local Government stakeholders to develop plans and procedures for information collaboration and sharing.

NOVA DISA Net assessment 2014

Project Manager for a three-phase assessment of service center operations and procedures, Government/Contractor related issues and gap analysis to identify areas for improvement. James conducted interviews, reviewed documentation and developed reports identifying critical steps for improvement to support the DISA DESS project for the NOVA Corporation.

Regional Catastrophic Preparedness Grant Program 2013-14

Working for the All Hazards Consortium Program Management Office James was the lead planner responsible for the coordination, planning and execution of a Workshop and Functional Exercise for FEMA Region 3 States and Private Sector participants. James is managing the planning process for both exercises which involve the six states in FEMA Region III as well as many Private Sector companies to plan and exercise projects developed under the Regional Catastrophic Preparedness Grant Program.

Prince William County IT Assessment 2014

Project Manager assigned to conduct a security audit of the servers, workstations, active directory and wireless systems and provide PWC with a detailed report of findings and recommendations for remediation. He is providing a comprehensive security assessment to help reduce the risk to critical business assets as the Parks and Recs Department is incorporated in the countywide IT system.

Montgomery County MD EOC Technology Assessment 2013

Integrity Project Manager for the assessment of the Montgomery County MD's EOC to provide an "As-Is" assessment of current technology and equipment, research via visiting other EOC's in the area and provide the County with a Future State Assessment of technology including detailed information on equipment suggested as part of the recommendation. James evaluated the Montgomery EOC then visited five other EOC's in the area including Frederick County and Prince George's Counties in MD, Fairfax County and the Metro Airports in VA and the Navy's ROC at the Washington Navy Yard to provide the County with the most up to date technology and business practices.

Navy ATFP Lead Facility Engineering Coordinating Team Lead (FEC TL) 2009-2012

Project Manager assigned as the lead FECTL and to Commander Naval District Washington to provide NAVFAC ATFP oversight on assigned projects for coordination and implementation across the Navy region. Provides Facility Engineering Command planning and execution during project design and implementation across region. Monitors task order completion and execution at the regional level, facilitate up front planning and coordination with Public Works Division, lead review and comment on pre-final task order packages and coordinate contract issues. Establish and maintains liaison with NAVFAC HQ, regional N codes, SYSCOMS, regional base commands and contractors providing services. Provides ATFP Operational expertise in the design, deployment and sustainment of equipment and systems for both NAVFAC Anti-

DELLICKER, KEVIN: PROVEN LEADER IN BUSINESS, MILITARY, GOVERNMENT & CIVIC AFFAIRS

Successful entrepreneur. Founder & CEO of successful technology solutions and services company
Combat-zone veteran. 23 years part-time service in PA National Guard with four overseas deployments
Policy expert. Trusted policy and budget advisor to state governors and legislative leaders

KEY SKILLS

Public Speaking
Project Management
Strategic Planning

Creative Problem Solving
Coalition Building
Research and Analysis

AREAS OF EXPERTISE

Telecommunications
Economic Policy
National Security

Educational Technology
International Relations
Environmental Protection

BUSINESS EXPERIENCE

Founder and President
Dellicker Strategies LLC
Lehigh Valley, Pa.
March 2005 to present

Delivers technology solutions and services in the fields of broadband infrastructure, project management and business intelligence

- Oversaw 1,963 enterprise tech infrastructure upgrades worth $210 million
- Documented $212 million in cost savings for 3,000 mid-Atlantic customers
- Designed 155 personalized learning programs for 84 districts in 3 states
- Achieved 93% success rate among school customers for improving student performance on state exams, helping 14% more students meet academic achievement standards with average gains in academic growth of 53%

Vice Pres., Community Technology Strategies
Affinity Group
Harrisburg, Pa.
April 2002 to Feb. 2005

Developed new technology consulting practice for growing business

- Established "Project e-Quality" advocacy organization to fight "digital divide" across Pennsylvania, resulting in new $60 million fund for Ed-Tech
- Facilitated expansion of high-speed Internet access to underserved regions

MILITARY EXPERIENCE

Lt Col, Chief of Intel
193rd Special Operations Wing
Middletown, Pa.
Since Feb. 2017, part-time

Lead team of 12 intelligence professionals for worldwide combat operations in support of Air Force Special Operations Command

- Expert in Military Information Support Operations (MISO) & anti-terrorism
- Responsible for training, readiness & management of intelligence program

Team Chief
Analysis/Fusion Cell
112th Air Operations Sq.
State College, Pa.
Nov. 2011 to Jan. 2016

Supervised team of seven airmen in the planning and execution of air and space operations in intelligence, surveillance & reconnaissance

- Provided products, advice and support to the Joint Force Air Component Commander for peacetime training and wartime combat operations

Chief of Intel- Air
JFHQ Pa. Nat. Guard
Ft. Indiantown Gap, Pa.
Nov. 2007 to Nov. 2011 &
Jan. 2016 to Jan. 2017

Served as top Air Force intelligence adviser to state headquarters

- Provided analysis and training on military support to domestic operations
- Served as J2/A2 in four National Special Security Events- Phila. Papal Visit, Pburgh. G-20 summit, Phila. Dem. Natl. Convention and Pres. Inauguration

Intelligence Officer
*193rd Special
Operations Wing*
Middletown, Pa.
Oct. 1999 to Nov. 2007

Planned and executed psychological warfare missions overseas

- Deployed four times to classified locations in the combat zone for Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom
- Provided advice to commanders, aircrew, support personnel and allies on operational and tactical military operations, terrorism and world politics
- Acted as force protection intelligence officer for 1,000+ member wing

Infantry Sergeant
Army National Guard
Kutztown, Pa.
1995 to 1999

Trained soldiers in infantry tactics, professionalism and leadership

- Served as fire team leader, Company C, 1-111th Infantry, part-time
- Honor Graduate, U.S. Army Primary Leadership Development Course

GOVERNMENT EXPERIENCE

**Special Assistant
to the Governor/
Senior Policy Mgr. for
Economic Development**
*Governors Tom Ridge &
Mark Schweiker*
Harrisburg, Pa.
Jan. 1998 to Apr. 2002

Advised Ridge-Schweiker administrations on economic policy

- Managed policy and budget development for eight state agencies, including Departments of Community and Economic Development, Revenue, Labor, Agriculture, Banking, and Office of Info. Technology
- Wrote policy justification for significant changes in state revenue policy
- Led effort to pass 1st law in U.S. setting uniform e-commerce standards
- Created *PA Open for Business* Internet portal, named one of the 50-best innovations in government nationwide by *Civic.com* in 2002

Program Associate
*NY State Senate Majority
Counsel-Program Office*
Albany, NY
1994 to 1997

Managed economic and environmental policy agenda for 35 senators

- Represented Senate Majority Caucus in negotiations with Assembly and Governor's Office on eight state agency budgets totaling $3 billion
- Negotiated $1.75 billion environmental law, $1 billion regulatory relief package and provided policy support for multiple fiscal policy proposals

COMMUNITY AND CIVIC AFFAIRS

- Served on Public Policy Committee, Lehigh Valley Chamber of Commerce, Allentown, PA
- Former Member, Board of Advisors, TECHQUEST-PA; finalist for statewide tech advocate award
- Former Member, Lehigh Valley Workforce Investment Board, Inc., Allentown, PA
- Served on Board of Ambassadors, Lehigh Carbon Community College, Allentown PA.
- Church Council, Past President of Pastoral Call Committee, Ziegel's Church, Breinigsville, PA
- Former Coach- Baseball, Wrestling, Soccer; Volunteered for 20 seasons over a dozen years

EDUCATION

Syracuse University
Penn State University

- Master of Public Administration in Development Economics, 1994
- B.S. in Environmental Resource Mgt. *With High Distinction,* 1992
- B.A. in History *With Distinction,* 1992; Study Abroad in Moscow, USSR

Air University
US Air Force

- Master of Military Operational Arts and Sciences, US Air Force, 2013
- Squadron Officer School; Air Command Staff College; Air War College

Tammy Fischbach –Program Manager, DaVinci Group, New Jersey

Tammy has worked in Telecommunications for over 30 years. She has worked for Bell Atlantic, Nortel, MCI/WorldCom, Verizon Business (collectively Verizon) and was the customer contact for the University of Medical/Dentistry of NJ. She held various roles such as Customer Relation Rep, Sales Engineer and Client Executive. As the DaVinci Program Manager, Tammy is responsible for the Verizon portfolio. She ensures processes exist for Change/Order Management and Delivery services. Works with the DaVinci team and customer pre and post sales to ensure Verizon Service delivery and support.

Liz Klein- Project Manager, DaVinci Group

Liz has worked in Telecommunications for over 30 years in customer service, billing, order and sales departments. She has had hands on experience working for MCI, WorldCom, Verizon and AT&T. As project manager, Liz currently works on implementation and documentation of audit items and assists with achieving maximum savings for clients.

Paula Kohl, Sr. Auditor, DaVinci Group

Paula is a 20-year veteran working in the telecom industry who began her career with Verizon where she designed enterprise solutions for her clients. Paula has extensive experience in consulting, expense management, audit, project management and contract negotiation/interpretation. Prior to joining the Davinci Group team she held positions in Telecom Consulting and Audit with Information Services Group (ISG), AOTMP, CISCO Systems, Inc and Sungard Availability Systems.

Brooke Martin, Auditor/Program Lead, DaVinci Group Philadelphia, PA

Brooke has worked in telecom for over 16 years. She has worked for Telecom Agencies, CLECs and been an Independent Consultant. As an Account Manager and Entrepreneur, Brooke has been responsible for sales, auditing and retention of clients including evaluation and implementation of new technologies and cost-saving strategies.

Lou Najera, Partner, DaVinci Group

22 years of IT and telecom experience, Lou is lead auditor and advises clients about how to optimize IT, mobile, and telecommunications technologies in order to fund initiatives, reduce overall costs, and drive profitability. One central value resides at the core of all his business partnerships and decisions: the client's needs and goals are always the reigning priority.

JENNIFER NUGENT

Contact Information
5906 Kingsford Place
Bethesda, MD 20817
Mobile: 301-801-7812
Jnugent5906@gmail.com

Areas of Expertise

Industry:
- Professional Services
- State and Local Government
- Federal Government
- Navy
- Manufacturing
- Distribution
- Mortgage
- Banking
- Homebuilding
- Real Estate
- Healthcare

Functional:
- Customer Relationship Management (CRM)
- Project Management
- Delivery Management
- Performance Metrics
- Information Portals
- Content Management Systems
- Help Desk Management
- Ecommerce Solutions
- Sales Force Automation (SFA)
- Field Force Automation (FFA)

Project Experience
- Project Scoping and Planning
- Project Strategy
- Requirements Definition and Analysis
- Functional and detail design document development
- eCommerce Implementations
- Q/A Testing
- End User and Technical Training

Qualifications Summary:

- Program Manager – The State of New Jersey Broadband Technology Opportunities Program
- Program Management of MACINC – The Mid-Atlantic Consortium for Interoperable Nationwide Communications - focused on planning and implementation of a Broadband LTE network in the Mid-Atlantic states
- Program Management of the All Hazards Consortium Interoperability Group
- Coordination of a Regional Interoperability Capability Baseline Assessment to determine cross border and cross agency interoperability requirements in an evacuation scenario
- Coordination of a $32 million regional grant initiative focused on the planning aspects of a Catastrophic Evacuation event in the Mid-Atlantic states. As part of initiative, planning aspects were aligned with assessment of core capabilities
- Developed requirements for large federal government agency to assess needed capabilities to quadruple size of a training and logistics facilities
- Substantial background in custom application development and infrastructure services
- Proven ability in analysis, design, delivery, training and support in various disciplines
- Experience interfacing with key organization units to gather requirements
- Excellent oral and written communication skills, with emphasis on building strong client relationships
- Expertise in federal government, state and local government, military services (Navy), professional services, manufacturing and other industries

Relevant Experience:

Integrity Consulting / SMART Federal - 4/2007 to Present

Broadband Technology Opportunity Program

Currently, Jennifer is the program manager for the $50 million JerseyNet Broadband Technology Opportunity Program (BTOP). Under JerseyNet, New Jersey will implement deployable networks utilizing Cells on Wheels (COWs) and Systems on Wheels (SOWs) throughout the State. The deployable networks can deliver data to either boost existing communications or provide communications where existing nodes have been compromised. The State will include "Proof of Concept" implementations in three locations: the Route 21 Corridor in north central New Jersey, Camden in southern New Jersey, and Atlantic City on the Jersey Shore. As program manager, Jennifer is responsible for maintaining NTIA and FirstNet relationships, ensuring appropriate grant management, developing and executing procurement strategies, supporting project governance bodies, managing a complex multi-vendor environment, developing and implementing plans and strategies related to the project and communicating project status to senior state management and federal partners.

Program Management Office

Lead the Program Management effort for the All Hazards Consortium – a consortium of Federal, State, and Local Governments as well as representatives of Higher Education and Private Industry. Some notable accomplishments include:
- Program Management of MACINAC - the Mid Atlantic Consortium for Interoperable Nationwide Communications – MACINAC is a Multi-State approach to design, deploy and operate the Mid-Atlantic Portion of the Nationwide Public Safety Broadband Network (NPSBN). MACINAC was funded under the Regional Catastrophic Grant Program (RCPGP).

CHARLES J. WILLIAMS

WORK EXPERIENCE

SR. NETWORK ADMINISTRATOR, LUZERNE INTERMEDIATE UNIT #18, KINGSTON, PA

2008 – Present

Designed and Implemented a regional wide area network to distribute Internet to school districts.

Completed several technology audits and assisted a CTC with remediation of several deficiencies.

Maintain all IU owned servers and network equipment.

NETWORK ADMINISTRATOR, GENETTI'S HOSPITALITY, WILKES BARRE, PA

2001 – 2009

Implemented hotel-wide wired and wireless guest Internet access.

Designed and deployed closed circuit cameras and network video recorders.

REFERENCES

JAMES GAYDOS

Technology Coordinator, West Side Career & Technology Center

570-288-8493 x131

ROBERT AYERS

Former Technology Coordinator, Luzerne Intermediate Unit #18

570-760-6452

ANTHONY GRIECO

Executive Director, Luzerne Intermediate Unit #18

570-287-9681

Charles J. Woods, MPA, Senior Consultant	
Education / Certifications	• BA, Political Science/Public Management - Edinboro University of Pennsylvania, PA • Master of Public Administration, University Scholar - University of Cincinnati, OH • Mid-career Graduate, State and Local Government Program - JFK School of Government, Harvard University, Cambridge, Massachusetts
Years of Experience	Over 40
Project Role	Senior Process Improvement Consultant
Office Location	Harrisburg, PA

Chuck is an experienced State and Local Government (SLG) strategist, practitioner, and consultant. He brings decades of project management, process improvement and IT and organizational transformation experience with a variety of state governments, and cities and counties in over ten states. As a Mazars Principal, in charge of State and Local Government Group, Chuck focuses on IT transformation, business process and operational improvement projects for the Commonwealth of Pennsylvania and Virginia, and the states of Maryland, New Jersey, and over six others, as well as other local and regional governments in Pennsylvania including the greater Delaware Valley. His work includes:

- **Strategy Development** – designing strategies to help SLGs identify ways to improve operations and organizations.

- **Information Technology** – identifying and delivering IT driven solutions including enterprise architecture planning, requirements and gap analysis, procurement support, Project Management and Independent Validations and Verifications, human capital management analysis and delivery, and information security and business continuity management. This includes well over 25 IT and organizational improvement projects for the Commonwealth over the past several decades.

- **Operations and Organization** – beyond technology, provides support to SLGs to improve their ability to leverage technology to improve operations, better align operations with goals, and execute on operational improvements including supply chain optimization, customer contact operations, forms, records and payment processing, as well as back office and citizen facing administrative functions.

- **Program Management** – assists SLGs in building frameworks and capacity to manage new initiatives and projects geared towards improving services or reducing costs.

- **Sustainability Programs**– working with SLGs to craft fine-tune and then implement initiatives to increase revenue while decreasing costs.

- **Fiscal Management** – providing services that for the backbone of financial stability for cities, counties and states including expenditure and revenue analysis, and cost containment including process improvement, shared services and transfer of services to the most economical layer.

Relevant Experience

- Commonwealth of Pennsylvania: completed and managed ongoing projects in SLG practice for PA Office of Attorney General (five projects), PA Governor's Office of Administration/OIT, the PA Office of Budget, PA Department of Education (Multi-million dollar, multi-year portal development project designed to allow 700 school districts/education units in Pennsylvania share educational and business content), PA Department of Environmental Protection, PA Department of Health, PA Department of Human Services, , PA Juvenile Court Judges Commission, PA Public School Employees Retirement System, PA State Employees Retirement System, PA State Tax Equalization Board, PA Department of State, PA Public Television, PA Department of Transportation, PA Turnpike Commission, and the PA Department of Veterans and Military Affairs (20 projects in over 10 Departments).

- Procurement Transformation: Managing major contract management improvement effort in a large state agency

- Cyber Security: Oversaw multiple projects for state agencies on network, cyber and penetration testing
- Strategic Sourcing/Procurement Transformation: Assisted project team as a Subject Matter Expert on the Commonwealth of PA procurement transformation project- saved over $200 million.
- Document Management Redesign: Managed a four-phased effort in the City of Philadelphia for the Document Recording Reengineering Project - known as the ""Philadox Project". Transformed how the City records mortgages and deeds including web-based indexing and retrieval capability.
- HR Transformation and Shared Services - Hiring Improvement Project: Successfully managed the team during a three-phase reengineering effort of the Human Resource processes for the Personnel Department in a major U.S. City for recruitment, customer service, job design, examination, and selection.
- Transition Team Management: Represented firm on the Governor's Management/IT Transition Team. Wrote recommendations on reducing administrative and operating costs in procurement and ERP implementation. Focus on Procurement Transformation led to successful Procurement Transformation and Strategic Sourcing project in DGS.
- Operational/Program Cost Reduction Strategy: Improve Management Performance and Cost Control Task Force (IMPACCT) - For the incoming Governor, led review and authored study on transforming how the Commonwealth can reengineer the supply chain, purchasing and contract processes to save $800 million annually.
- Strategic IT Plan - Commonwealth of Pennsylvania: Authored key portions of IT Strategic Plan – the first for Pennsylvania – titled "Breaking through Barriers". Sections of authorship included Governance Model and Technical Baseline Assessment that led to a new IT in the CIO/Governor's Office.
- Revenue Estimate for Tax Administration: Assessment for PA Department of Revenue Tax Administration Project.

Other State/Local Government Experience

- **Director, Statewide Data Center:** As Executive Director for Commonwealth Technology Center supervised enterprise-wide data center responsible for HR, Payroll, Accounting and Procurement Applications and centralized IT infrastructure. Developed plan to transition business unit applications to decentralized client server model and reduced operating costs by 15%.
- **Chief Administrative Officer, State Agency**: As Chief Administrative Officer supervised 800 employees in four Divisions including IT, HR, Shared Services and Licensing. Also, responsible for a $200 million operating budget, 800 employees, and a transformational business plan that generated more than $50 million in savings because of a sweeping Transformation Program.
- **Program Evaluator/Consultant to State Agencies: As** a Management Consultant with the PA Governor's Office of Administration provided internal consulting studies to nearly 20 agencies in Pennsylvania state government involving dozens of operations and programs. Supervised consulting teams in completing operational, organizational, IT or program reviews across state government.
- **Management Consultant to Cities/Counties:** As Financial Consultant with the Illinois Department of Commerce and Community Affairs provided functional and technical assistance to dozens of cities, counties and special districts throughout the State of Illinois. Areas of specialization included Cost Reduction, Risk Management and Self Insurance.
- **Circuit Riding City Manager:** As a Management Consultant with the Lincoln Trail Area Development District, 22 municipalities and 8 counties in Kentucky developed administrative processes, and new systems to assist in improving their management capabilities.

Ty Russell Yost   **368 Tioga Avenue, Kingston 18704**

Certifications
- Pennsylvania Superintendent Letter of Eligibility
- Pennsylvania Supervisory Certificate in Curriculum and Instruction
- Pennsylvania Level II Teaching Certificate in Technology Education
- Pennsylvania Instructional Technology Certificate

Highlights
- Wide experiences in many educational organizations and roles allows me the ability
- develop creative solutions to problems by examining situations through a many lenses.
- Experience leading change through technology in personalized learning programs,
- instructional best practices, and classroom practices enriched with technology to
- maximize student achievement.

Educational Work Experience
2009 - Current Luzerne Intermediate Unit 18 Kingston, PA
Assistant to the Executive Director -
- Work within a highly collaborative environment to provide traditional and innovative
- services to regional school districts and educators.
- Lead the Division of District Services, including Curriculum, Professional Development,
- and Technology Departments.
- Develop innovative methods and processes that are responsive to our district's needs
- while providing systemic supports rooted in best practices and educational research.

Director of Technology and Supporting Services-
- Provide leadership and coordinate the day to day operations of the Technology and
- Instructional Media Services Departments of the Intermediate Unit.
- Provide project management to technology related services such as the Regional Wide
- Area Network, Hybrid Learning, and Online Learning.
- Objectively work across departments in the organization to continually improve the
- services and the methods of service delivery.
- Wide experiences within school organizational processes, including comprehensive
- planning, data quality, curriculum development, and educational technology.
- Design and deliver systemic professional development for teachers and administrators.

2008 - 2009 Northeastern Educational Unit 19 Archbald, PA
Instructional Technology Specialist-
- Plan and deliver professional development in technology both online and face to face.
- Online learning program development and student support.
- Serve as PAIU Technology Integration Mentor.

Consultant to VLINC Program-
- Set up and troubleshooting of Blended Schools online courses.
- Manage and support online facilitators and learners in VLINC
- Observe and assess online facilitators, courses, and content.

2005–2009 Mountain View S.D. Kingsley, PA
Classrooms for the Future Coach-
- Provide just in time coaching and resources to teachers implementing technology.
- Design and deliver sustain professional development for administration and staff.
- Research and implement new standards aligned curricular elements in core subject areas.
- Developed teacher professional development opportunities at all grade levels.

Department Chairperson of Science and Technology-
- Prepared and managed annual department budget in excess of $50,000.
- Implement Standards based curriculum updates and technology infused classrooms.
- Develop capital improvement projects to replace obsolete equipment in laboratories.

Technology Education Teacher -
- Instructed students in Woodworking, Computer Aided Drawing, Transportation, TV
- Production, and Digital Graphic Communications.
- Implemented standards based curricular updates in all subject areas taught.
- Manage and maintain multiple technology laboratories and computer labs.

1999-2005 East Stroudsburg Area S. D. East Stroudsburg, PA
Technology Education Teacher-
- Instructed students in Woodworking and Electronics courses.
- Implemented curricular changes to shift focus from project to processes, and encourage
- higher level thinking and problem solving.
- Liaison to Department chair, handled day-to-day operations of building Technology
- Education Department.

References
Dr. Anthony Grieco
Executive Director - Luzerne Intermediate Unit 18 570-287-9681

Mr. Harold Bloss
NISL Region 3 Site Coordinator 570-760-6798

Eliza Vagni
Former Principal - Mountain View School District
Director of Community Services, NEIU 19 570-876-9220

CERTIFICATE OF LIABILITY INSURANCE

ACORD®

DATE (MM/DD/YYYY) 07/06/2018

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

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

PRODUCER	CONTACT NAME:		
HMK Insurance	PHONE (A/C, No, Ext): (610)868-8507		FAX (A/C, No): (610)868-7604
54 South Commerce Way	E-MAIL ADDRESS:		
Suite 150			
Bethlehem PA 18017	**INSURER(S) AFFORDING COVERAGE**		NAIC #
	INSURER A : Donegal Mutual Insurance Co		13692
INSURED	INSURER B : Hiscox Insurance Company Inc		10200
Dellicker Strategies, LLC	INSURER C :		
8766 Bittners Ct	INSURER D :		
	INSURER E :		
Germansville PA 18053	INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 18gl/umb/prof **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR	Y		BOP8016740	03/01/2018	03/01/2019	EACH OCCURRENCE	$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 500,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ Included
	GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:						GENERAL AGGREGATE	$ 4,000,000
							PRODUCTS - COMP/OP AGG	$ 4,000,000
								$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	☒ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $			CXL8016740	07/03/2018	07/03/2019	EACH OCCURRENCE	$ 1,000,000
							AGGREGATE	$ 1,000,000
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					☐ PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	PROFESSIONAL LIABILITY			MPL1055913.14	03/01/2018	03/01/2019	EACH CLAIM	$1,000,000
							AGGREGATE	$1,000,000

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

Additional Insured in regards to General Liability when required in a written contract:

ESCNJ RFP 18/19-18
Internet and Technology Consulting Services
Educational Services Commission of New Jersey

CERTIFICATE HOLDER	CANCELLATION
Internet and Technology Consulting Services Educational Services of New Jersey 1660 Stelton Road Piscataway NJ 08854	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. **AUTHORIZED REPRESENTATIVE** *Thomas R Hartzell, CPCU*

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DOCUMENTATION

1. ACCEPTANCE OF RFP AND CONTRACT AWARD

2. VENDOR CONTACT FORM

3. AFFIRMATIVE ACTION QUESTIONNAIRE

4. NON - COLLUSION AFFIDAVIT - SIGNED AND NOTARIZED

5. POLITICAL CONTRIBUTION DISCLOSURE FORM

6. STATEMENT OF OWNERSHIP- SIGNED

7. CONTRACTOR/VENDOR QUESTIONNAIRE/CERTIFICATION

8. CONSENT OF SURETY - NOT REQUIRED

9. RESPONDENT'S COMMENT FORM - OPTIONAL

10. ACKNOWLEDGEMENT OF ADDENDA

11. SIGNED MANDATORY AFFIRMATIVE ACTION LANGUAGE AND EVIDENCE

12. NEW JERSEY BUSINESS REGISTRATION CERTIFICATE RECIEVED NO LATER THAN THE TIME OF THE AWARD

13. REQUESTS FOR CLARIFICATIONS FORM

14. ESCNJ CO-OP QUESTIONNAIRE- OPTIONAL

15. APPENDIX A - SIGNED AMERICANS WITH DISABILITIES ACT OF 1990 LANGUAGE

16. APPENDIX B - CERTIFICATE OF INSURANCE

17. APPENDIX C - CONFLICT OF INTEREST CERTIFICATION

18. APPENDIX D – CERTIFICATION OF PROPOSAL

19. STATEMENT OF SUSPENSION OR DEBARMENT –SIGNED AND NOTARIZED

20. DISCLOSURE OF INVESTMENT ACTIVITIES WITH IRAN

21. REQUEST FOR REFERENCES FORM

22. INSURANCE CERTIFICATE NAMING ESCNJ AS ADDITIONAL INSURED – INCLUDE THE RFP TITLE AND # - UPON AWARD

23. COPIES OF ALL PERTINENT CERTIFICATIONS FOR THE ORGANIZATION AND EMPLOYEES TO PERFORM INTERNET AND TECHNOLOGY CONSULTING SERVICES-N/A

24. TWO HARD COPIES OF THE PROPOSAL MUST BE SUBMITTED ALONG WITH A LABELED DUPLICATE ELECTRONIC COPY. (FLASH DRIVE)

25. W9