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Contract Number GS-35F-0217W

GSASales@avistasgs.com – 214-544-0400, ext. 11

SPECIAL ITEM NO. 132-60F – IDENTITY AND ACCESS MANAGEMENT PROFESSIONAL SERVICES

Supports planning, risk assessment, deployment, implementation and integration of Identity and Access Management (IAM) with customer agency applications, both certificate-based and non-certificate-based. (FPDS D399)

SPECIAL ITEM NO. 132-51 – INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES

- FPDS Code D302 IT Systems Development Services
- FPDS Code D306 IT Systems Analysis Services
- FPDS Code D307 Automated Information Systems Design and Integration Services
- FPDS Code D308 Programming Services
- FPDS Code D399 Other Information Technology Services, Not Elsewhere Classified

SPECIAL ITEM NO. 132-50 – TRAINING COURSES

Avistas provides on-site and remote support to our clients while leveraging decades of experience and lessons learned that focus on three principle objectives:

- **Optimize and Manage Allocated Budgets**
- **Increase Operational Visibility and Effectiveness**
- **Increase Transparency and Compliance while Reducing Risk**

Our intellectual capital is transferred directly into your organization's institutional knowledge domains on a project basis in order to rapidly achieve a formally stated business objective that usually involves a complex symphony of *people, process and technology*.

Our services address today's most challenging executive issues head-on and are commonly delivered through one or more of our five core practice areas:

- **Identity and Access Management (SIN 132-60F)**
- **Management Services**
- **Technical Services, including Green IT Initiatives**
- **Human Capital Services**
- **Emergency Services Operations and Technology**
- **Security and IT Management Training Courses**



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Avistas advises some of the world's largest corporations along with foreign, state and local governments regarding mission critical applications, communications and technical decisions. We can bring over 60 professional years of lessons learned and "best practices" from those environments to your organization.

The following pages contain a detailed outline of these services areas.

Identity and Access Management (SIN 132–60F) – In today's ever more hostile environment, adequate protection of assets (electronic data, physical data, systems and people) requires effective management of the following:

- Identity – Is the person or application correctly identified when access is requested?
- Authorization – Are the access rights (electronic or physical) of the requester consistent with the access request?
- Information Classification – Has the owner and the manager of information (paper or electronic) set access permissions in accordance with published information control policies?
- Access rights – Are the access rights of each requestor consistent with their current role in the organization?

Specific categories of Identity and Access Management (IAM) services offered include the following:

- 1) *IAM Planning* – Investigating, evaluating and planning IAM initiatives to meet organizational and regulatory requirements related to information access and privacy, systems security, physical access control, identity management and related systems integration. The process is based on a SNAP Assessment, that investigates the IAM environment using the following criteria:
 - *Sustainability*, in terms of costs, support and staff skills
 - *Neutrality*, based on accepted standards, vendor independence and interoperability
 - *Availability*, as measured by information confidentiality, reliability and integrity
 - *Productivity*, in that the environment 1) meets end user needs, 2) supports effective work flows and 3) has an extensible architecture
- 2) *Security and Risk Assessment* – Investigation, evaluation and assessments related to specific 1) information and physical security systems and processes, 2)



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- information and physical risks posed by threats from natural sources, criminal/terrorist activity, systems & operational processes and systems failures. The assessment includes analysis of the financial effects and probabilities resulting from ineffective or missing policies, procedures and systems.
- 3) *Policy and Procedures Development* – Working with organizational management, Avistas GS assists in developing a security strategy appropriate to organizational and regulatory needs, using that information to develop security policies. The policies are then used to define and create procedures to effect the policies and detailed instructions on execution of the procedures.
 - 4) *Systems Integration* – As new security requirements, systems and applications are developed and become available in the marketplace, Avistas GS provides the knowledge, skills and experience to integrate these into your existing environment to manage costs and to harmonize the ongoing management of new capabilities with your current people, processes and technology.
 - 5) *Incident Response and Management* – When a security related event occurs, incident management is the process by which relevant information is quickly (and automatically) collected and presented to various responders, according to their duties and responsibilities. For a fire event, security staff need to know the location and the people in the area to be able to act protect life, where a plant manager (after life safety is under control) needs to know what systems are affected and how to quickly recover to normal operations. Incident response is the immediate actions required to protect life and property and stop the threat, where incident management is the longer term actions to restore operations.
 - 6) *Project Planning and Implementation Management* – As actionable initiatives are developed and defined, Avistas GS can provide multiple levels of project assistance, including 1) mentoring and support of your staff to execute, 2) providing supplemental resources to work with your staff and 3) providing “turn-key” project execution management, minimizing the need to pull your staff from critical operations roles.

Management Services – Business agility and innovation require clearly defined and finely tuned integration of people, process and technology.

“We believe that technology exists to serve the interests of an organization and must simply facilitate the visibility of actionable information, but is subordinate to myriad human factors, business processes, compliance and other management centric endeavors.”



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It is only when chartered and management sponsored endeavors are defined, validated, funded and approved that technology can perhaps play a role.

Avistas professional skills and subject matter experts assist our clients with improving corporate and process performance, enhancing visibility into business intelligence, cash management, cash flow and compliance, significantly improving training & education, along with many other corporate services.

Specific categories of Management Services offered include the following:

- 1.) *Business Intelligence* – Operational Visibility – “Line-of-Sight”, Financial and Performance Data, Trends and Triggers, Presentation and Delivery of Business Intelligence
- 2.) *Project Portfolio Optimization* – Business Value, Risk Assessment, Resource Management, Project Priorities, Requirements Development and Documentation, Skills Allocation and Employee Training, Vendor Management and Spend Optimization
- 3.) *Change and Asset Management* – Operational Visibility – “Line-of-Sight”, Change Control and Priorities, Unplanned Work Reduction, Unambiguous Process Resolution
- 4.) *Human Capital* – Knowledge Management, Communities of Practice, Talent Strategy, Talent Acquisition, Talent Development & Talent Leadership
- 5.) *Governance and Compliance* – COBIT: Control Objectives for Information and related Technology , Six Sigma, Sarbanes–Oxley, HIPAA: Health Insurance Portability and Accountability Act, GLBA, Gramm–Leach–Bliley Act, International Organization for Standardization (ISO), International Telecommunications Union (ITU), Telecommunications Management Forum (TM Forum) and many others
- 6.) *Business Process Optimization* – Bottleneck Identification and Isolation, Performance Optimization, Automation Opportunities, Manual Rollback and Simplification Opportunities, Supporting Technologies, Integration and Reporting
- 7.) *Services Delivery Management* – Organizational Needs, Results Delivery, Services Optimization, Best Practices and Benchmarking
- 8.) *Knowledge Performance Management* – Staff Assessment, Knowledge Delivery, Knowledge Management, Communities of Practice, Education Management, Staff Retention
- 9.) *Program, Project and Product Management* – Budgets, Resources, Critical Path Timelines and Milestones, Dependencies, Market Intelligence, Implementation and Launch Strategies



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Technical Services – Avistas founders and professionals advise some of the world's largest organizations with mission critical applications, communications and technical decisions assuring the most secure and reliable delivery of services.

Our professionals have supported cities, states, governments, international investment groups and some of the world's largest corporations as well as telecommunications manufacturers and carriers (Telco's, ISPs and Wireless) to advise them on numerous **"Green IT"** and **energy efficient** product, service and data center enhancements.

"The depth and breadth of our suite of technical services is based on many decades of design, specification, acquisition and implementation services to major corporations, governments, non-profits, small to medium-sized enterprises and start-ups, assisting them with their growth, security, business continuity, disaster recovery, relocations, technology refresh, mergers, acquisitions & divestitures, integrations, contract negotiations, web-enablement, wireless & mobility and myriad technology specific challenges unique to their individual circumstances."

Specific categories of Technical Services offered include the following:

- 1.) *Application Integration* – Business Requirements, Architecture and Design, Data Consolidation, Storage and Warehousing, Development, Testing and QA Processes, Services Oriented Architectures, Web Services, Managed Applications, Project Management
- 2.) *Infrastructure and Technology* – Architecture and Design, Server and Storage Consolidation, Energy Efficiency Initiatives, Integrated Networking and IP Convergence, Wireless Networks, Device and Application Integration, Communications System Design and Optimization, Voice and Video over IP, Audio/Visual Requirements and Design, Information Security, Access Control and Building Management Systems, Data Center Requirements and Design, Call Center Systems Integration and Consolidation, Business Continuity and Disaster Recovery, Project Management
- 3.) *Development Support* – Business Requirements, Architecture and Design, Planning and Specifications, Staff Support, Project Management



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Human Capital Services – Whether consulting, skills augmentation or full-time placement, Avistas takes a pro-active approach to human capital management and talent placement by consistently mentoring management and staff to achieve the best results in an environment that maximizes job satisfaction and retention.

Additionally, our talent managers are skilled in supplementing your staff with project employees or finding you the most ideal permanent placement available.

Specific categories of Human Capital Services offered include the following:

- 1.) *Knowledge Management* – comprises a range of practices used by organizations to identify, create, represent, distribute and enable adoption of what it knows, and how it knows it.
- 2.) *Communities of Practice* – A key element of organizational development that includes the process of social learning using interactive and collaborative tools to develop social capital, nurture new knowledge, stimulate innovation, or share existing tacit knowledge within an organization.
- 3.) *Talent Strategy* – Workforce Effectiveness, The High Performance Organization, Human Capital Theory & Strategy, Future Labor Trends, Workforce Planning, The Virtual Global Workforce, The Self-Service Workforce, HR & Business Process Outsourcing, Global Talent Management, Contingent Workforce Management, Talent Management Technology, Employer Branding, Employee Surveys and Organizational Effectiveness, Enterprise Workforce Management
- 4.) *Talent Acquisition* – Total workforce Acquisition, Optimizing Recruitment Operations, Employee and Alumni Referral, Executive Acquisition Strategies, Strategic Sourcing and Recruitment, Diversity Sourcing and Recruitment, College Recruitment, Recruitment Process Outsourcing, Assessment and Selection, Effective Hiring, Recruitment Advertising and Communications, Measuring of Hire
- 5.) *Talent Development* – Competencies for Top Talent, Creating a Diverse Workplace, Executive Mobility, Compensation and Incentives, Strategic Performance Systems, Emotional Intelligence and Human Capital, Integrated Learning & Performance, Mentorship Strategies, Knowledge Management, Talent Career Transition Management
- 6.) *Talent Leadership* – Next Generation Leadership Development, Comprehensive On-Boarding, Developing and Optimizing Talent, Engaging and Retaining Talent, Integrating Mergers & Acquisitions, Innovative Talent Solutions, Performance Management, The ROI in Talent and Talent Management, Human Capital Analytics, Succession and Advancement, Collaborative for Enterprise-wide Performance



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Emergency Services Operations and Technology – Avistas professionals have been active in Enhanced 9-1-1, Public Safety communications and wireless technologies for several decades. Emphasis is on best utilization of resources to meet defined goals for performance and the Protection of the Public. We have extensive background in integrated communications via TCP/IP and multi-media digital communications.

Specific categories of Emergency Services Operations and Technology offered include the following:

- 1.) *E9-1-1 Systems* – Systems Optimization, Upgrade Planning and Management, RFP/RFQ Development, Procurement Management, CAD & Wireless Integration Planning & Management, Performance Analysis, Quality Assurance Planning and Management, Public Safety Systems Integration and Management
- 2.) *Next Generation 9-1-1* – Readiness Assessment and Gap Analysis, Upgrade Planning and Management, RFP/RFQ Development, Procurement Management, CAD & Wireless Integration Planning & Management, Network Integration Planning, Design and Implementation, Wireless IP & Project 25 Integration Planning and Implementation
- 3.) *Wireless Systems* – Microwave, Satellite, Municipal Wireless Mesh Analysis, 3G/4G Design and Implementation Management, Public Safety Wireless LAN Integration Planning & Implementation, Public Safety Radio Systems Integration Planning & Implementation
- 4.) *Computer Aided Dispatch Systems* – Planning, Design and Implementation, RFP/RFQ Development, Procurement Management, GIS Integration, Automatic Vehicle Location, Public Safety Wireless LAN Integration
- 5.) *Voice and Video via IP* – Communications Integration for Public Safety, Upgrade Planning and Implementation, Integration of Multi-media and Telematics Data into PSAPs, Communications Security, Digital Media Storage Planning and Implementation
- 6.) *Geographic Information Systems* – Planning and Data Reconciliation & Standardization, Integration and Implementation Management, RFP/RFQ Development, Procurement Management, Ongoing Management and Data Quality Planning and Implementation
- 7.) *Integrated Command & Control Systems* – Planning, Design, Procurement Documentation, Implementation Management, Event Management and Operations training of integrated command & control systems including real-time IP (and non IP) feeds from video, audio, electronic sensors, pressure sensors, emissions sensors, fluid sensors, biometrics and other critical input devices

Avistas can use these capabilities to tailor an engagement to meet your specific needs and assure that you have the knowledge to move forward at the completion of the engagement.



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Security and IT Training Courses – Avistas provides both packaged and custom training in all aspects of security, logical and physical access, IT Management, IT Operating Standards, IT Audit and Performance Improvement

AVISTAS PROFESSIONAL SERVICES RATES

Title/Position	Hourly Rates by Contract Year without IFF				
	1/25/2010 thru 1/24/2011	1/25/2011 thru 1/24/2012	1/25/2012 thru 1/24/2013	1/25/2013 thru 1/24/2014	1/25/2014 thru 1/24/2015
IT Professional Services – SIN 132–51:					
– Senior Program Director	\$ 202.00	206.77	211.65	216.64	221.75
– Senior Systems Architect	\$ 192.00	196.53	201.17	205.92	210.78
– Senior Design Engineer	\$ 190.00	194.48	199.07	203.77	208.58
– Senior Applications Architect	\$ 198.00	202.67	207.46	212.35	217.36
– Business Process Analyst and Designer	\$ 168.00	171.96	176.02	180.18	184.43
– Systems and Network Engineer	\$ 173.00	177.08	181.26	185.54	189.92
– Software Development Manager	\$ 170.00	174.01	178.12	182.32	186.63
– Project Implementation Manager	\$ 173.00	177.08	181.26	185.54	189.92
Identity Access Management Professional Services SIN 132–60F:					
– Senior Security Architect	N/A	227.50	232.87	238.36	243.99
– Information Access Engineer	N/A	206.25.	211.12	216.10	221.20
– Access Integration Engineer	N/A	206.25.	211.12	216.10	221.20
– Security Analyst	N/A	187.50.	191.93	196.45	201.09
– Risk Analyst	N/A	187.50.	191.93	196.45	201.09

Avistas can negotiate reduced rates for long term project support.

Avistas can negotiate fixed project fees where the scope, time-frame, deliverables and out-of-scope task conditions can be documented and agreed before the project commences.



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PACKAGED SERVICES ITEMS

SIN	Part Number	Manufacturer	Product Description	GSA Awarded Price
132-60F	SNAP-SEC	Avistas Government Solutions	<p>Security Policies SNAP Assessment and Recommendations Assessment includes the following: 1. Review of current Information Security environment 2. Recommended Security Policies 3. Summary Report describing Environment, Policies, Rationale, Implementation Responsibilities and Available Tools. Three days will be spent on-site reviewing the environment, assessing security requirements and providing preliminary recommendations. The Summary Report will be provided within 2 weeks of the on-site effort.</p> <p>Does not include applicable travel expenses.</p>	\$12,500.00
132-50	TRN-COBIT-AUDIT	Avistas Government Solutions	<p>COBIT Operations Audit Training Course This two day course prepares IT staff to develop auditable processes and procedures. Prerequisites – experience in IT management and basic audit. Designed for up to six staff members. Offered at Customer site at a time agreed between Customer and Contractor. Pre-delivery Preparation: • Conference call to review the organization's current audit and IT management environment and identify particular issues to be addressed • Adaptation of the training to meet the needs of the organization. Day 1 – COBIT Audit Definitions & Objectives • Developing Linkages from COBIT to Business Strategy, Plan & Requirements • Gaining Consensus for Audit Success Criteria & Level of Detail Required • Lunch • Desired Level of Maturity • Desired Target Score Day 2 – The COBIT Framework Applied • Comparison of Desired Target to Achieved Audit Scores • Discuss Recommended Next Steps • Lunch • Review audit situations and documentation examples. Price per class, exclusive of travel expenses.</p>	\$7,800.00

Contact: Bill Morgan
214-544-0400
GSASales@avistas.com

AVISTAS
The Summit at Las Colinas
545 E John Carpenter Fwy, Suite 300
Irving, Texas 75062
Tel: 214-544-0400
Fax: 214-242-2311
www.avistas.com