

# CISO Services

City of Fresno / Project Number: OP-139926

Prepared By: Leslie Ross and Terrence Weekes / Revision Number: 1.0

Date: 04/24/2015

# Project Overview

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## Background

The task of creating an information security strategy is becoming increasingly complex. Issues such as risk management, compliance, governance and many others have created a chaotic business environment that is best controlled with strategic guidance from a dedicated information security/risk management department led by a Chief Information Security Officer (CISO). The need for this type of oversight is critical, but finding the right candidate to fulfill a CISO role can be extremely challenging. City of Fresno has identified a need to fill the role of CISO in an immediate timeframe and has decided to use an interim resource to fill the position while searching for a permanent resource. Accuvant offers a CISO On-Demand service offering a dedicated executive level professional to step into the CISO role and perform the duties of a CISO on an ongoing basis for a specific duration of time. This resource is backed by the full resources of Accuvant's Office of the CISO group as well as the broader Accuvant community.

## Goals and Objectives

Through scoping discussions and information provided by City of Fresno, Accuvant understands the following describe the goals and objectives for Accuvant to accomplish during this engagement:

- Learn the Business Strategy & Business Model
- Assess current information flows and applications used by City of Fresno
- Create an Information Security Program Strategy / Plan, Including Estimated Costs, for City of Fresno
- Execute the approved Security Program Plan (if requested)
- Manage the program (if requested)

## Services Approach

The CISO On-Demand service is a partnership that is custom tailored with Accuvant's clients to meet their needs. Based on conversations with City of Fresno, Accuvant has chosen to communicate the work being proposed in phases to provide structure and simplified communication. While delivering the work to be performed in phases offers communication benefits, the actual program creation and execution by the CISO could be completed in a modified way based on the judgment of the CISO and City of Fresno. City of Fresno has expressed a desire to articulate an information security roadmap which achieves both short term (HIPAA/PCI) and long term (Information Risk Management) objectives.

## Assessment Phase - COMPLETED

An effective security program is a critical foundation for organizations facing compliance issues or simply looking to improve the overall security posture of the organization. When properly applied, an information security program becomes the model within which policies, processes and technologies are aligned.

The CISO will conduct the Accuvant Office of the CISO Security Strategy Assessment combined with a risk assessment. The strategy and risk assessments will include business and organization reviews, identification of program opportunities, identification of organizational threats, identification of risks, and current posture against compliance frameworks and regulatory standards like ISO/IEC 27002 and PCI. The goal of the strategy and risk assessments will be to create a business aligned security program plan. A business aligned security program offers the following benefits:

- Identifies business and program opportunities to enable the business to be agile and focused on business initiatives
- Identifies the information security threats are properly identified
- Provides a path the business can use to quickly and properly recover from security incidents
- Reviews the security program staff levels to provide insight on organization size requirements and support by the organization
- Manages conformance with regulatory compliance and external standards. Provides the ability to demonstrate to auditors and other regulatory entities the security practices in place and alignment with accepted industry standards
- Provide security control information to vendors, partners and customers. A review of the information security program that protects information that may be shared between parties
- Identifies risks to the business posed data security practices currently in place

### **Triage Phase (not always required)**

When needed, a triage of security projects or improvements are performed. This process is used to prioritize corrective actions for any business threatening critical issues that are identified during the assessment phase. Working with key Senior and/or Executive Management personnel all identified issues are properly classified and communicated prior to work or corrective actions being performed by the CISO.

### **Planning Phase**

The planning phase of the information security program is used to build and communicate the CISO's information security plan to the Senior and Executive Management teams. During this phase the key deliverable includes an executive presentation to communicate the current state of the information security program, vision for the program, and a roadmap for improvements to the program. The result of this phase includes a charter as well as initial resource planning estimations. The goal of this phase is to ensure the Senior and/or Executive Management teams are in alignment and support of the information security program as well as key factors which will play into the success of the information security program.

## **Build Phase**

After feedback and acknowledged support of the vision and plan by the Senior and/or Executive Management teams, the build phase will begin. This phase will focus on the development and organization of projects for the information security program. Key stakeholders, dependencies, and risks will be identified and communicated as defined by City of Fresno program and project management practices. This phase refines the staffing and resource plans needed for proper implementation and execution of the information security program. During this phase the program, project, staffing/resource definitions and plans are built in collaboration with key Senior and/or Executive management personnel to provide oversight, and organization culture and practices are applied. Key individuals or resources for critical program areas are identified and brought aboard during this phase. The CISO will also perform oversight of initial architecture, design, and implementation of people, process, technology, and security controls. During this phase, and the run phase, City of Fresno project management, resource management, and procurement procedures are adopted.

## **Run Phase**

During the run phase the role of the CISO is to continue oversight on the proper execution, delivery, and visibility of the status of the initial program activities. The CISO will identify and implement alignment actions that might be needed to the initial program. These activities typically communicate any business modifications that might require different security strategies to be developed, adopted, and implemented.

# Professional Considerations

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## Scheduling

Accuvant proposes using at least one of our Consultants (bios available upon request) on an as needed basis for the appropriate time necessary to perform the work outlined in this proposal. Accuvant and City of Fresno will agree to work together to schedule time in advance when both parties will have resources available for the project. The preliminary scope of services will be weighted for heavier involvement in the beginning of the engagement for the triage, planning, and build phases.

## Change in Scope of Services

In the event that unforeseen factors change this Services scope of work and/or impact the term and cost of Accuvant-provided Services, City of Fresno and Accuvant may mutually revise the SOW and Accuvant shall provide customer with an estimate of the impact of such revisions on the fees, payment terms, completion schedule and other applicable provisions of the SOW. If the parties mutually agree to such changes, a written description of the agreed change ("Change Order") shall be prepared, incorporating such changes to the SOW and shall be signed by both parties. The terms of a Change Order Form prevail over those of the SOW.

## Project Assumptions

The ability to complete this engagement in an efficient and timely manner is critical to Accuvant. The assumptions listed below set forth the expectations of the working relationship between City of Fresno and Accuvant.

### Accuvant

- The work is to be performed consecutively until project completion. There will be no break in services other than weekends and / or Accuvant recognized holidays
- Our consultants consider all City of Fresno information and documentation as sensitive and confidential and will handle appropriately
- Our consultants recognize the value of knowledge transfer and will encourage City of Fresno to participate in all appropriate aspects of the project
- Our consultants and/or project managers will notify City of Fresno of any items that may be delayed as soon as possible in order to determine ways to manage any impact (i.e., cost, timeframes, modifications, etc.)
- Accuvant is not responsible for providing any services or performing any tasks not specifically set forth in this SOW
- All Accuvant consultants supporting this engagement have undergone a set of background checks that include: Social Security Number Verification, Social Security Fraud Detect, Basic Employment Verification, Education Verification, 7-year All Residences Felony County Criminal Search, 7-year All Residences Misdemeanor Criminal Search, Federal Criminal Records Search, National Criminal Records Index, U.S. and Foreign Government and International Organizations Terrorist Watch and Sanctions List, Employment Credit Report and Professional Credential Verification.
- Accuvant shall have no responsibility for other contractors or third parties engaged on the project unless expressly agreed to in writing

### City of Fresno

- Provides a single point of contact within City of Fresno's organization to help Accuvant consultants coordinate access to the required project materials and personnel
- Provides documents / diagrams detailing the existing policies, specifications and/or architecture in a timely manner
- Provides a safe working environment, including a workspace, telephone and network (and Internet) access for the purpose of time entry, email and project-related efforts
- Provides any necessary building, parking and/or machine room badges/passes to Accuvant consultants
- Accuvant consultants will be reliant on City of Fresno staff to complete identified tasks and/or participate in interviews. City of Fresno inability to provide this staff may affect the completion of tasks and/or deliverables.
- Deliverables will be reviewed by City of Fresno and returned with comments within five business days of delivery. Acceptance of the deliverable will be assumed, if no comments are received from City of Fresno during that time.

### **Terms**

All work will be performed subject to the terms and conditions listed at  
[http://www.accuvant.com/sow\\_ts\\_and\\_cs.pdf](http://www.accuvant.com/sow_ts_and_cs.pdf)

# Project Information

## Project Logistics

Consultant Location: ☒ Onsite ☒ Remote ☐ Remote via Testing Appliance

Comments:

Onsite Address(es):

Special Directions:

## City of Fresno Contacts

**Project Lead: Bryon Horn**

Phone Number: (559) 621-7119

Email: Bryon.Horn@fresno.gov

**Billing Contact: Bryon Horn**

Phone Number: : (559) 621-7119

Email: : Bryon.Horn@fresno.gov

Billing Address: 2600 Fresno St  
Fresno CA 93721

## Accuvant Contacts

**Account Manager:** Leslie Ross

Phone Number: 408-398-6534

Email: lross@accuvant.com

**Solutions Engineer:** Tony Schulz

Phone Number:

Email: tschulz@accuvant.com

# Project Fees, Expenses, Payment Schedule

## Fees

This contract is for a maximum of **60 Hours per Month for Two Months** for a total contract cost of \$48,000.

There is no minimum monthly service usage. The initial fee (\$20,000) is waived, as City of Fresno has conducted a security strategy assessment.

Onsite service is broken down into eight (8) hour minimums, with additional hours accrued in eight (8) hour increments. Phone or WebEx-only support as a one (1) hour minimum.

<b>On-site services</b>	8 hour minimum
<b>Phone/WebEx support</b>	1 hour minimum

Accuvant consultants typically work from 8a-5p, Monday through Friday, with the exception of approved Accuvant work holidays. However, understandably many of the projects require after hours work to accommodate outage windows and/or project workload. All work performed by a single consultant within a daily window of 12 man-hours is billed at the rate listed above. However, any work extending beyond a 12 hour window will be billed at 150% of the specified rate. This includes phone calls, performing work during night-time maintenance periods, etc.

Work performed on Saturday or Sunday is billed at 150% of the specified rate, with a minimum of 4 hours billed. Work performed on any US national holiday will be billed at 175% of the specified rate, with a minimum of 8 hours billed.

Description of Services	Service Code	Effort	Fee
CISO On-Demand Services – Up to 60 Hours/Month	ACVT-CSO-STRATEGY	2 Months	\$48,000
<b>Total</b>		<b>2 Months</b>	<b>\$48,000</b>

## Payment Schedule

Payment is based on the following schedule:

- Accuvant will invoice City of Fresno on a monthly basis, for the actual hours worked during the previous period.
- Each invoice is due and payable within 30 days of invoice date.
- In the event City of Fresno delays or puts the project on hold, Accuvant reserves the right to bill for the portion of work performed up to that point.

## Travel & Expenses

Travel and expenses are not included in the estimate and will be billed monthly as incurred. Accuvant will make every attempt to incur reasonable expenses associated with the implementation of the project and will handle the processing of those approved expenses in accordance with the Travel Policy terms. Valid expenses typically include lodging, photocopying and communication costs. Travel costs include: airfare, mileage (if a personal car is used) and automobile rental. If international travel is required, additional expenses may be incurred.



Accuvant assumes that any required travel will be booked a minimum of two weeks in advance of any onsite portion of the engagement. **Travel Expenses for this engagement will be capped at \$6,000 per month.**

### **Authorization**

By the signatures of their duly authorized representatives below, City of Fresno and Accuvant, intending to be legally bound, agree to all of the provisions of this Statement of Work as of the Effective Date set forth below.

#### **Executed by City of Fresno and Accuvant**

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Authorized Signature – City of Fresno

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Authorized Signature – Accuvant

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Name Printed

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Name Printed

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Title

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Title

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Date

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Date



### About Accuvant

Accuvant is the only research-driven information security partner delivering alignment between IT security and business objectives, clarity to complex security challenges, and confidence in complex security decisions.

Based on our clients' unique requirements, Accuvant assesses, architects and implements the policies, procedures and technologies that most efficiently and effectively protect valuable data assets.

Since 2002, more than 4,500 organizations, including half of the Fortune 100 and 800 federal, state and local entities, have trusted Accuvant with their security challenges. Headquartered in Denver, Accuvant has offices across the United States and Canada. For more information, please visit [www.accuvant.com](http://www.accuvant.com), follow us on Twitter: @Accuvant, or keep in touch via Facebook: <http://tiny.cc/facebook553>.

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