

# Scope of Work (SOW) – Program Management for Zero Trust Network Deployment

**Client:** City of Columbus

**Consultant:** [Your Organization]

**Duration:** 24 Months (2 Years)

**Total Budget:** \$1,000,000 (\$500,000 per year)

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## Objective

Support the City of Columbus in planning, managing, and overseeing the successful deployment of a Zero Trust Network (ZTN) across critical municipal operations. The consultant will serve as the City's program management partner, offering technical guidance, coordination support, implementation tracking, and documentation management. The consultant will not perform direct installation or system procurement activities.

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## Primary Deliverables

### 1. Program Management Plan

#### 1.1 Program Framework

- Develop a detailed 24-month Program Management Plan (PMP) tailored to ZTN implementation stages.
- Define project scope, timeline, roles, responsibilities, and communication workflows.
- Align with City strategic objectives, budgeting, and procurement cycles.

#### 1.2 Governance and Communication

- Set up a project governance structure with clear escalation paths.
- Schedule regular status meetings with stakeholders and technical leads.
- Maintain a RACI matrix and stakeholder directory.

#### 1.3 Risk and Issue Management

- Establish a risk register and issue tracking system.
- Perform initial risk assessments and review quarterly.
- Integrate risk response strategies into the PMP.

### 2. ZTN Architecture Oversight

#### 2.1 Design Review and Validation

- Review vendor-submitted designs for ZTN core components such as segmentation, authentication, encryption, and monitoring.
- Provide technical commentary and redline feedback to ensure conformance with NIST SP 800-207 and CISA guidance.

#### 2.2 Architecture Milestone Verification

- Validate critical architecture milestones including segmentation deployment, access control policy configuration, and endpoint agent rollout.

- Maintain version-controlled design documents.

### **2.3 Integration Readiness Support**

- Review cross-system integrations including identity services, endpoint detection and response (EDR), and firewalls.
- Track integration issues and resolution across vendors.

## **3. Vendor Coordination and Oversight**

### **3.1 Vendor Onboarding and Scope Alignment**

- Assist the City in reviewing scopes of work and onboarding checklists for selected vendors.
- Establish baseline delivery schedules and reporting expectations.

### **3.2 Coordination and Reporting**

- Host bi-weekly coordination calls with vendor teams.
- Maintain a shared schedule and deliverables matrix.
- Resolve delivery conflicts and provide performance feedback.

### **3.3 Procurement and Quality Oversight**

- Track procurement activities and support City staff in timeline monitoring.
- Review vendor testing documentation and quality control checklists.

## **4. Implementation Monitoring**

### **4.1 Deployment Tracking**

- Maintain Smartsheet dashboards tracking deployment progress across buildings, systems, and departments.
- Coordinate with deployment leads to verify progress and upcoming dependencies.

### **4.2 Performance and Risk Reporting**

- Submit monthly reports summarizing progress, risks, issues, and schedule updates.
- Identify blocked tasks and suggest corrective actions.

### **4.3 Field Verification and Review**

- Participate in random field checks or documentation reviews as appropriate.
- Document change orders and report material deviations from plan.

## **5. Policy and Governance Support**

### **5.1 Policy Development Assistance**

- Assist with creating, reviewing, and finalizing ZTN-related security policies such as least privilege access, network segmentation, and device trust.
- Create a policy mapping index linking City policies to ZTN maturity requirements.

### **5.2 Identity and Access Governance Review**

- Evaluate and provide input on role-based access control (RBAC) and identity federation mechanisms.
- Review processes for onboarding, offboarding, and privilege escalation.

### **5.3 Governance Model Design**

- Recommend governance bodies, documentation controls, and review cycles to support continuous improvement.
- Coordinate adoption of audit and reporting policies that align with federal guidance.

## **6. Stakeholder Engagement and Training**

### **6.1 Stakeholder Coordination**

- Identify stakeholder groups by department and role.
- Schedule interviews or sessions to capture unique departmental needs or operational dependencies.

### **6.2 Workshops and Knowledge Transfer**

- Host up to four structured workshops to share project status, gather feedback, and review ZTN adoption implications.
- Create workshop summaries and action items.

### **6.3 Training Materials Development**

- Develop training slide decks, FAQs, and handouts customized for City users.
- Coordinate with City HR or training departments for distribution.

### **6.4 Organizational Change Management**

- Recommend change management approaches for adoption of ZTN principles.
- Provide communication templates for leadership to share across departments.

## **7. Documentation, Verification, and Final Reporting**

### **7.1 Documentation Management**

- Maintain all relevant project documentation—meeting notes, deliverables, technical diagrams, schedules, and vendor artifacts—in a secure Smartsheet repository.
- Organize documentation by project phase and version control.
- Maintain a searchable document index for project stakeholders.

### **7.2 Verification and Audit Trail**

- Develop and maintain a verification checklist aligned to project milestones.
- Conduct quarterly verification reviews with City IT and cybersecurity leads.
- Assist with compiling a complete audit trail for system and policy changes.

### **7.3 Final Project Report**

- Submit a final report within 30 days of project closeout.
- Include an executive summary, lessons learned, vendor performance evaluation, system documentation overview, and recommended next steps.
- Provide links or references to system architecture, policy documents, access control logs, and configuration records.

### **7.4 Optional Add-ons (if budget allows)**

- Host a final debrief session with key stakeholders.

- Deliver editable transition documents and templates for future use by City IT staff.

## Work Breakdown Structure (WBS)

Task ID	Task Name	Estimated % of Budget	Key Activities
1.0	Program Initiation & Planning	10%	Develop PMP, kickoff meetings, schedule setup
2.0	Technical Oversight	20%	Review architecture, confirm milestone readiness
3.0	Vendor & Procurement Support	20%	Track vendor deliverables, schedule, coordination
4.0	Implementation Monitoring	15%	Monitor risks, progress reporting, Smartsheet tracking
5.0	Policy & Governance Alignment	15%	Draft policy, align with NIST and CISA guidelines
6.0	Stakeholder & Change Management	15%	Host workshops, training, departmental alignment
7.0	Closeout & Final Documentation	5%	Final reporting, audit prep, verification logs
<b>Total</b>		<b>100% (\$1M)</b>	

## Assumptions

- City of Columbus will handle procurement and legal contracts directly.
- All travel will be billed separately at current federal rates
  - All travel will be pre-approved.
- Consultant will not purchase or manage IT hardware or software.
- Deployment vendors will be selected by the City but coordinated with support from AECOM.
- AECOM will not be responsible for any hardware-related failures, cybersecurity incidents, or system vulnerabilities that occur during or after the project. Responsibility for IT system security, patching, and ongoing hardware maintenance lies with the City of Columbus and/or its selected vendors.