

**North Central Texas Council of Governments (NCTCOG)
Artificial Intelligence (AI) Consultancy Services**

Request for Proposal (RFP): RFP # 2025-023

January 13th, 2025

January 13th, 2025

North Central Texas Council of Governments
Centerpoint II
616 Six Flags Drive
Arlington, TX 76011

RE: RFP # 2025-023, Artificial Intelligence (AI) Consultancy Services

Deloitte* is pleased to submit our proposal to provide AI Consultancy Services to North Central Texas Council of Governments (NCTCOG). We believe that our submission meets all of the requirements of the request and demonstrates that Deloitte possesses the required level of skill and experience to perform the Statement of Work (SOW).

We understand the goal of using Artificial Intelligence (AI) to enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across NCTCOG member organizations. Our proposal describes our approach to this goal and the objectives, scope and requirements of the RFP spanning the entire AI lifecycle.

We hope our proposal conveys our enthusiastic commitment to provide distinctive client service and highly specialized talent to this project.

We look forward to working with you to achieve optimum value for NCTCOG and its members. If you have any questions or require additional information, please contact at (407) 619-4485.

Sincerely,

A handwritten signature in black ink, appearing to read 'Uday Katira', with a circular flourish on the left side.

Uday Katira, Principal
Deloitte Consulting, LLP

Certificate of Offeror and Statement of Understanding

Section 1, Certificate of Offeror and Statement of Understanding, Page 17

The initial submission pages of your proposal will consist of:

1. Addenda acknowledgement and signature of authorized representative (page 1 of this solicitation document)
2. A brief statement of the respondent's understanding of the work to be done or desired deliverables requested in the solicitation.

TXShare Your Public Sector Solutions Center

REQUEST FOR PROPOSALS For Artificial Intelligence (AI) Consultancy Services RFP # 2025-023

Sealed proposals will be accepted until 2:00 PM CT, **December 18, 2024**, and then publicly opened and read aloud thereafter.

Deloitte Consulting, LLP

Legal Name of Proposing Firm

Uday Katira

Principal

Contact Person for This Proposal

Title

(321) 233-7138

ukatira@deloitte.com

Contact Person Telephone Number

Contact Person E-Mail Address

500 West 2nd St., Ste 1600

Austin, TX

78701-4671

Street Address of Principal Place of Business

City/State

Zip

500 West 2nd St., Ste 1600

Austin, TX

78701-4671

Mailing Address of Principal Place of Business

City/State

Zip

Uday Katira

Principal

Point of Contact for Contract Negotiations

Title

(321) 233-7138

ukatira@deloitte.com

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 **UK** #2 _____ #3 _____ #4 _____ #5 _____

NOTE: Any confidential/proprietary information must be clearly labeled as "confidential/proprietary". All proposals are subject to the Texas Public Information Act.

COVER SHEET

Understanding of Work and Desired Deliverables

We understand the goal to use Artificial Intelligence (AI) to enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across NCTCOG member organizations. We have read and understood the nine objectives identified in RFP Section 5.1 and have organized our proposal to address them.

We also understand the scope of work, as presented in Section 5.2, addressing:

- AI Strategy Development,
- Feasibility Study and Use Case Identification,
- AI Solution Design and Roadmap,
- Pilot Testing and Implementation Support, and
- Training, Adoption, and Capacity Building.

In addition, we have thoroughly analyzed we understand the specifications and requirements detailed in RFP Section 5.3. We have responded to each requirement specifically in the associated subsections.

We reviewed and have included in our proposal each of the deliverables identified in Section 5.4, as well as a few additional deliverables we proposed based on our understanding of scope and requirements.

We understand and support the objectives, scope of work, requirements, deliverables, and other elements of the RFP and pleased to provide this proposal to NCTCOG and its member organizations.

Key Personnel

Section 2, Key Personnel, Page 17

Attach statements of qualifications or resumes for all managers, supervisors, and other team members who will be involved in the management of the delivery of services under this RFP.

The success of our service delivery is anchored in the expertise and dedication of our team. The following section provides statements of qualifications and resumes for key managers, supervisors, and team members who exemplify the skillsets of individuals that will be integral to the management and execution of services under this RFP. These personnel are representative examples, and the exact team members will be confirmed upon finalization of the timing and specific requirements of the RFP. Our commitment is to ensure that the most qualified and experienced professionals are assigned to meet and exceed the expectations of this project.

Managers Statements of Qualifications/Resumes



Uday Katira
Program Manager

Bio

Uday Katira serves as the leader for Deloitte's SLHE AI & Analytics practice and as the U.S. Delivery Center Leader for our Strategy & Analytics portfolio of offerings. In his role, Uday leads nearly 1,000 personnel and delivers value to clients through technology-enabled business solutions in data,

analytics, automation, and AI through a variety of offsite/near-shore services across product vendor platforms.

Uday has 22+ years of technology consulting experience selling and delivering large end-to-end transformational initiatives spanning the entire analytics and AI spectrum. His core knowledge spans enterprise data management, advanced analytics, robotics, and intelligent automation implementations delivered on premise and/or as cloud-based solutions across AWS, Azure, GCP, Snowflake, and Databricks platforms. More recently, he has delivered AI/ML, CV, and Gen AI to enable enterprises to harness ML, NLP/Natural Language Generation (NLG), LLMs, and broader AI.



Derek Bridges
Project Manager

Bio

Derek is a nationally recognized leader in Data Analytics and Digital Transformation and is a Deloitte State, Local, and Higher Education (SLHE) Leader for Chief Data Officer Services. With more than 15 years of data and analytics experience, he helps organizations establish data strategy and governance, build data culture, drive data modernization, and derive value from AI. Derek combines data and technical expertise with years of experience across government programs to help organizations mature their data capabilities.

He has experience architecting and delivering AI-ready platforms using a variety of cloud services including AWS, GCP, Azure, and Snowflake and has delivered analytics and visualization solutions using Tableau and Power BI.



Ted Thomas
AI Strategy Lead

Bio

Ted is a Senior Manager in Deloitte's strategy, analytics, and innovation consulting group (Monitor Deloitte). Ted's perspective comes from experience that is cross-industry and cross-sector, having worked with commercial teams in numerous industries (transportation, aviation, financial services, technology, telecommunications, and consumer businesses) and with public sector clients at all levels of government. As a leader in Deloitte's Transportation & Mobility Operations practice, Ted brings that cross-industry and global experience to help executives make high impact decisions around emerging technologies, evolving agency business & operating models, and evolving customer environments – all that are re-shaping the transportation and mobility systems in the country and re-defining the agencies that provide those services.

Ted frequently contributes to numerous industry platforms and working groups around customer experience, emerging technologies, and transportation finance. Ted is also a graduate of IBTTA's Leadership Academy and of Carnegie Mellon University's Transportation & Artificial Intelligence executive program. In the public transportation industry, Ted has led successful consulting

engagements in his home state of California as well as across the country, including in New York, Pennsylvania, Texas, Florida, and the District of Columbia.



Mike Emery
AI Strategy Lead

Bio

Mike is Deloitte Manager with nine years of experience applying AI, technological, and analytics solutions to complex client challenges. During his tenure at Deloitte, Mike has served a wide range of clients across public and private sectors in roles that include Artificial Intelligence (AI) Strategy and Implementation, Robotics Process Automation (RPA), Data Visualization, Business Process Improvements, and Large-Scale Software Implementations.



Harsha Goonewardana
Technical Delivery Lead

Bio

Harsha is a Solution Architect with over five years of experience in designing and delivering complex AI solutions for Federal and SLG clients, including the FDA, State of Ohio, and State of Texas. His expertise spans NLP, generative AI, deep learning, microservices, data engineering, and regulatory compliance. Recently, he has focused on developing enterprise-scale AI solutions using advanced ML and generative AI frameworks for linguistic understanding, natural language generation, and algorithmic document classification. Harsha also has over a decade of applied project management experience, holding PSM, PMP, and SAFe 6 Agilist certifications, along with numerous technical certifications across the full ML/AI solution delivery cycle.



Dagan Rossini
Organization Change Management Lead

Bio

Dagan is a Senior Consultant with over a decade of global experience serving clients in the public, private, and non-profit sectors. In addition to his work with state governments, he currently serves as the Global Lead for Deloitte's AI in Higher Education capability. His expertise lies in organizational change management, design thinking, and technology strategy, helping clients to leverage emerging technologies in order to improve learning outcomes, enable workforce development, and bridge the digital divide. Prior to Deloitte, Dagan worked for the State of Connecticut, Harvard University, Yale University, and a large research organization.



Taylor Matulis
AI Workshop Lead

Bio

Taylor Matulis is a Senior Consultant with 7+ years of consulting experience. She is mission driven and passionate about solving complex challenges with innovative technological solutions. Taylor has experience implementing AI and automation technology with Federal, State & Local, and Commercial clients. She has most recently supported an AI Strategy project at the North Texas Toll Authority.



Lee Wienkes
Senior Data Scientist

Bio

Lee is a technical leader with over ten years of experience analyzing and understanding complex data sets, leveraging data science, Artificial Intelligence and Machine Learning (AI/ML), and data-driven techniques. He is adept at connecting data to real-world applications and use cases, helping clients frame their problem statements into actionable tasks and solutions. Lee has broad experience solving complex data science problems across many technologies and industries, encompassing both the public and private sectors, working at all scales from small-scale prototypes to production-scale applications, including the operation and maintenance of applications. He has experience across many data modalities, with a recent focus on computer vision and Generative AI applications.



Nick Gregoire
Functional Delivery Lead

Bio

Nick Gregoire has extensive experience in emerging technologies AI and Generative AI technologies, AI strategy, data analytics, and project management. With 7 years of experience leading implementations of AI solutions for clients, Nick led the successful deployment of chatbots, automations, and advanced notification solutions. He is currently leading the implementation of a Generative AI solution. As a leader in Deloitte's State GenAI Nerve Center, Nick plays a pivotal role in driving innovation and thought leadership, regularly speaking at conferences and summits, sharing insights on the latest advancements in AI for transformative business outcomes.



Simon Tam
AI Strategy Advisor

Bio

Simon Tam is a Senior Manager with Deloitte Consulting's Strategy and Analytics practice. In this role, Simon delivers change management, organization design and governance, culture and technology adoption solutions to enable the success of transformation goals for industry leading clients. For the past 7 years, Simon has advised and led government agencies navigate their Artificial Intelligence (AI) journey. Specifically, Simon has led project teams to stand up AI capabilities that leverage process automation, intelligent character recognition and conversational AI solutions. As the SLHE AI Sales and Go to Market lead, Simon has also advised clients on Generative AI best practices and adoption.



Kevin Harlen
Data Scientist and AI Lead

Bio

Kevin has over 12 years of experience developing and architecting highly technical data platform and analytics solutions for commercial and government clients, with the last 5 years focusing on helping state government clients transform the way they use data. He specializes in leading technical teams to deliver analytics solutions and working with functional teams to develop strategies for enterprise data platforms, with a strong emphasis on data governance and addressing business needs through data and analytics. He has extensive experience with data governance and AI, leading multiple project engagements and implementations over the last several years. He has established himself as an expert in data governance and analytics through his ability to lead and advise enterprise data strategy and governance initiatives for State Government Organizations.

References

Section 3, References, Page 17

Include at least four (4) recent references for customers (preferably public agencies) for whom you have provided AI Consultancy services similar to those requested in this solicitation within the last five (5) years. Please include the organization's name (if applicable), contact person, phone number, and email address for each reference. NCTCOG reserves the right to contact or visit any of the respondents' current and/or past customers to evaluate the level of performance and customer satisfaction.

Reference 1

State of Ohio Bureau of Worker's Compensation – AI and ML Project

Project Dates	Project Description
07/2024– Present	The Ohio Bureau of Worker's Compensation requested comprehensive strategic and technical support to implement AI technology in a way that improved the efficiency and effectiveness of core business processes. The scope included the current state assessment and comprehensive AI Strategy, an approach to AI solution development and deployment, an assessment of current AI solutions, infrastructure, platform, AI risk and security policies, as well as an approach for

Project Dates	Project Description
	generative AI capability development, AI governance, and AI Skillset Development Training Program.
Contact Information	Jim McAndrew, CIO 614-995-4510 james.mcandrew@bwc.ohio.gov
How This Project Aligns to NCTCOG’s Needs	
✓ AI Strategy Development	✓ Pilot Testing and Implementation Support
✓ Feasibility Study and Use Case Identification	✓ Training, Adoption, and Capacity Building
✓ AI Solution Design and Roadmap	

Figure 1. The OH Bureau of Worker’s Compensation AI & ML Project Scope.

Reference 2

North Texas Tollway Authority AI Strategy Project

Project Dates	Project Description
07/2024–Present	The North Texas Tollway Authority (NTTA) requested support in developing an organizational-wide artificial intelligence strategy and management framework for effectively identifying, prioritizing, deploying, and managing AI investment tools. The scope included drafting an AI Strategic Plan and Management Framework to define NTTA’s vision for AI and organizational business priorities. Deloitte identified opportunities, potential use cases, and priorities for AI application. Additionally, Deloitte worked with NTTA to create an AI Implementation Plan and Roadmap to define a governance structure for AI, a plan for organizational change management, and how to assess technology readiness for AI. In the first phase of work, Deloitte has supported NTTA in establishing a robust strategic and technical foundation to scale AI solutions organization-wide. An additional second phase of work is in progress to develop and deploy an AI proof-of-concept to demonstrate the capabilities of AI.
Contact Information	Daniel Robicheaux (214) 461-2099 drobicheaux@ntta.org
How This Project Aligns to NCTCOG’s Needs	
✓ AI Strategy Development	✓ Pilot Testing and Implementation Support (<i>Phase 2</i>)
✓ Feasibility Study and Use Case Identification	✓ Training, Adoption, and Capacity Building (<i>Phase 2</i>)
✓ AI Solution Design and Roadmap	

Figure 2. North Texas Tollway Authority AI Strategy Project.

Reference 3

Colorado Program Area Natural Dialogue Assistant (PANDA)

Project Dates	Project Description
07/2023–12/2023 Usage and maintenance work is still ongoing since go-live in December 2023	<p>The Program Area Natural Dialog Assistant (PANDA) Policy Engine is a generative AI solution built to reduce the time it takes the State’s policy experts to resolve questions from county workers. Instead of having to manually search through policy resources, both internal and external, to find the required rule and interpret it for a specific scenario that a worker encounters, the PANDA searches through all of the State’s policy documentation and provides a complete response to the question on its own. The response includes providing reasoning behind its answer, references to the specific page numbers and sections, as well as feedback on what additional information could be provided for the PANDA to reach a more definitive answer. This allows the policy expert to have all of the data collated and a response that they can review and tweak or use if they find it answers the question completely.</p> <p>Human judgement is not being taken away with the PANDA, but it is an accelerator to speed up the time it takes to get a comprehensive answer to a policy question back to the county workers.</p>
Contact Information	Veronica Brandl, Supervisor 303-501-4891 veronica.brandl@state.co.us
How This Project Aligns to NCTCOG’s Needs	
AI Strategy Development	✔ Pilot Testing and Implementation Support
✔ Feasibility Study and Use Case Identification	✔ Training, Adoption, and Capacity Building
✔ AI Solution Design and Roadmap	

Figure 3. CO PANDA.

Reference 4

Texas Department of State Health Services

Project Dates	Project Description
03/2024 – 07/2023	The project aimed at developing a comprehensive AI strategy for Texas Health and Human Services (HHS). It included creating an AI use case inventory, establishing governance frameworks, and conducting a series of visioning and use case workshops with various Texas HHS programs to improve service delivery and collaboration
Contact Information	Ricardo Blanco, CIO (note, recently retired) 512-487-3390 rickc.blanco@gmail.com
How This Project Aligns to NCTCOG’s Needs	
✔ AI Strategy Development	✔ Pilot Testing and Implementation Support
✔ Feasibility Study and Use Case Identification	✔ Training, Adoption, and Capacity Building
✔ AI Solution Design and Roadmap	

Figure 4. TX HHS.

Project-Related Experience and Qualifications

Section 4, Project-Related Experience and Qualifications, Page 17

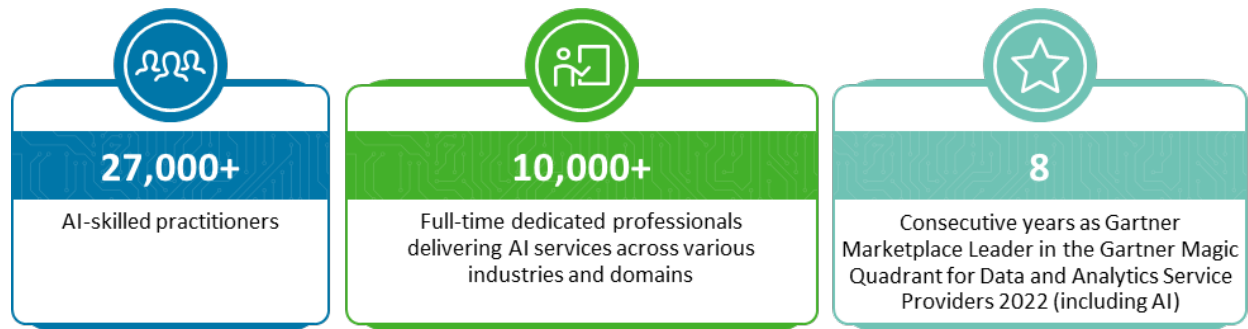
Proposals will be evaluated based on the respondents' demonstrated experience and experience in providing AI consultancy services, particularly in the context of local government or similar public sector entities. Provide a comprehensive overview of your organization's capabilities in AI technologies (e.g., machine learning, natural language processing), including your industry experience and any past AI implementations within the public sector. Highlight your understanding of public sector compliance, ethical standards, and regulations related to AI. Include a portfolio of successful AI strategies or implementations, especially those that align with the unique needs of local government. Include a brief statement of the respondent's background, including years in business. Clearly state any significant requirements from the Scope of Work that you are unable to meet.

If applicable, identify any subcontractors or third-party services that are utilized in the performance of fulfilling this RFP. Provide a general explanation and chart which specifies project leadership and reporting responsibilities, and how the team will interface with NCTCOG and Participating Entities' project management and team personnel.

Comprehensive Overview of Our Organization's Capabilities in AI Technologies

Deloitte has a long history of successfully implementing AI-based solutions and executed our first public sector AI project in 2015. Today, we have grown into a recognized leader in AI, having successfully implemented **130+ AI solutions in 27 states** that help reallocate an estimated 480,000 operational hours annually. Gartner recently named Deloitte the worldwide leader in data and analytics and ranked our services first for "ability to execute" and "completeness of vision." We have dedicated research functions devoted to advancing the missions of our clients and integrating data and AI to improve outcomes.

Nationally, we help our clients achieve competitive advantages through AI, data, and analytics-powered transformations that promote amplified intelligence, enable our clients to make strategic choices, and transform ahead of disruption.



TX_CON_NCTCOG_AI Consultancy Services_JO-091689_2024_0012-1

Figure 5. Deloitte's AI Practice.

We deliver our suite of AI capabilities across industry domains by leveraging our substantial experience and our market-leading vendor relationships to meet our clients where they are in their AI transformations. From setting the AI strategy for the enterprise, implementing business-driven AI solutions across multiple parts of a client's organization, to setting up the data and AI infrastructure to confirm sustainable outcome, we work with our clients to apply AI data and analytics to reimagine processes and create better customer experiences.

Deloitte has a comprehensive strategy enabling us to bring next-generation tools and methodologies into the delivery of our AI services. Through the Global Deloitte AI Institute, we conduct and publish novel research that takes a pulse of the market and helps drive our own investment strategy. Our [State](#)

[of AI in the Enterprise Study](#) is the largest publication of its kind. We survey and/or interview 2,600+ leaders across the world and across every industry to understand their AI journeys. In the most recent edition, our fifth, we also look at the most common AI business objectives across every industry. Paired with our AI Dossier publication, this helps provide the marketplace a view of how leading organizations—from life sciences to financial services to telecommunications, and everything in between—are using AI and provides Deloitte a unique perspective on the most prevalent use cases in the marketplace today.



Figure 6. State of AI in the Enterprise.

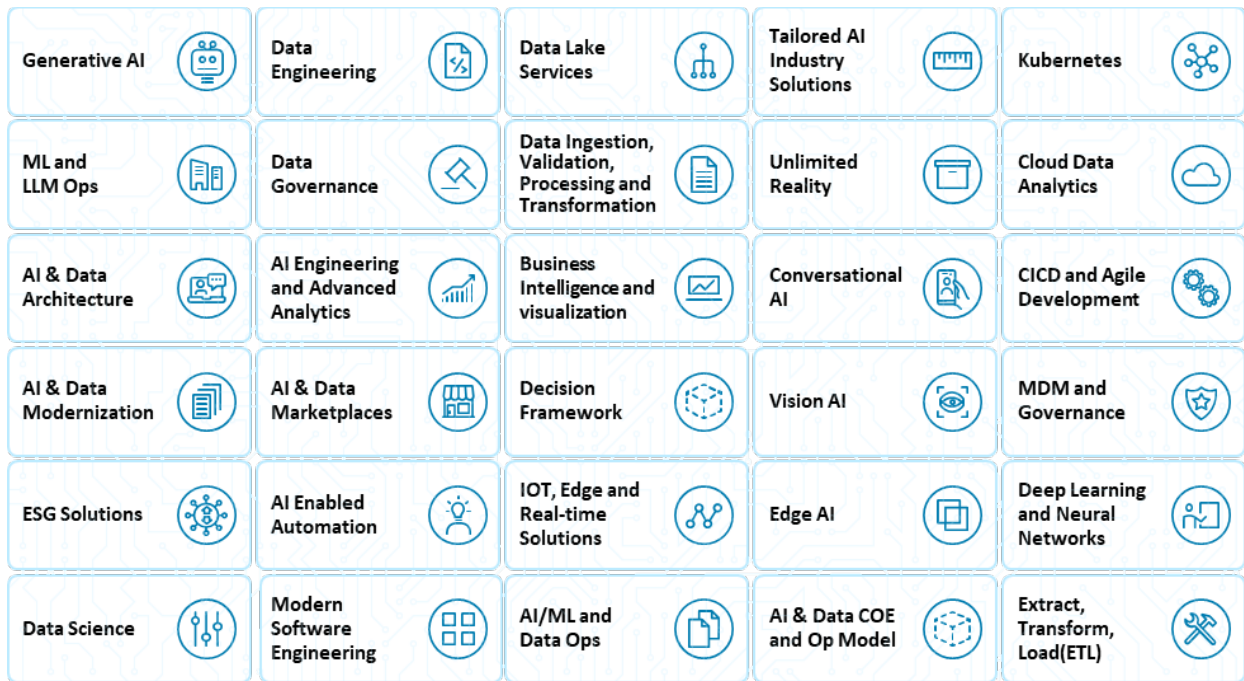
Our sophistication and experience as a market leader in the premier delivery of AI solutions is recognized nationally. We have helped clients regardless of where they are in their adoption of AI strategy: from use case analysis to complexity estimations, from infrastructure setup and proofs of concept to setting enterprise-wide organizational AI and automation strategies. We bring deep knowledge of how AI can support business operations, including the ways AI can be used to find, recruit, and augment talent to close critical gaps. Our team brings unparalleled breadth and depth across the AI deployment, automation, and business transformation landscape and was recognized as a leader in Worldwide AI Services by IDC MarketScape in 2023 (third time in a row). Deloitte’s ability to couple our deep industry knowledge with emerging AI capabilities to accelerate our clients’ journeys to become AI-fueled organizations was also recognized by Gartner’s Magic Quadrant for Data and Analytics Service Providers for the eighth consecutive year.



Figure 7. Deloitte AI and Data Accolades.

Our Industry Experience and Past AI Implementations

Deloitte is one of the world’s largest and most accomplished professional services organizations. We bring together industry experience, skilled AI engineers, and key partnerships to help our clients build Gen AI applications that accelerate their business with a comprehensive set of AI solution areas and capabilities. A selection of our AI capabilities is provided in the figure below.



TX_CON_NCTCOG_AI Consultancy Services_JO-091689_2024_0016-1

Figure 8. Deloitte AI and Data Capabilities.

Deloitte has the scale, experience, and reach required to provide NCTCOG member organizations with the AI, Gen AI, and Machine Learning (ML) expertise needed to create an AI strategy customized to their business needs, support identification of impactful AI use cases, and assess existing technical infrastructure and AI solutions. We are also thoroughly prepared to deliver AI and Gen AI solutions and set up lasting practices that the workforce can use for AI solution design, development, and implementation.

Deloitte has a long history of successfully implementing AI-based solutions. We executed our first public sector AI project in 2015 and are now a recognized leader in AI. We provide outstanding professional services to high-profile commercial and government clients on cutting-edge, transformational AI projects, including Gen AI projects using a variety of leading technologies.

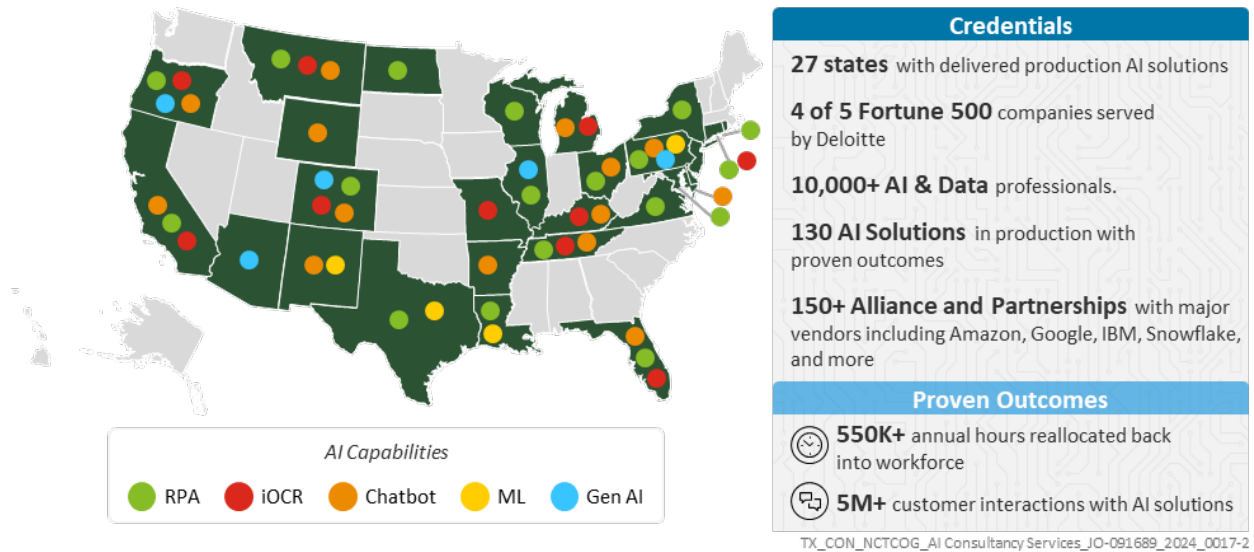


Figure 9. Deloitte’s National AI Experience.

In addition to our record of success and our established methodologies, we also bring the benefits of an extensive network of partners. Through our experience delivering AI strategy and implementation for a wide variety of use cases and business domains, we have established partnerships and alliances with some of the leading technology innovators in the AI market. These strategic relationships help us bring innovative and impactful solutions to our clients. The following figure highlights some of our alliances, partnerships, and focused areas of practice.

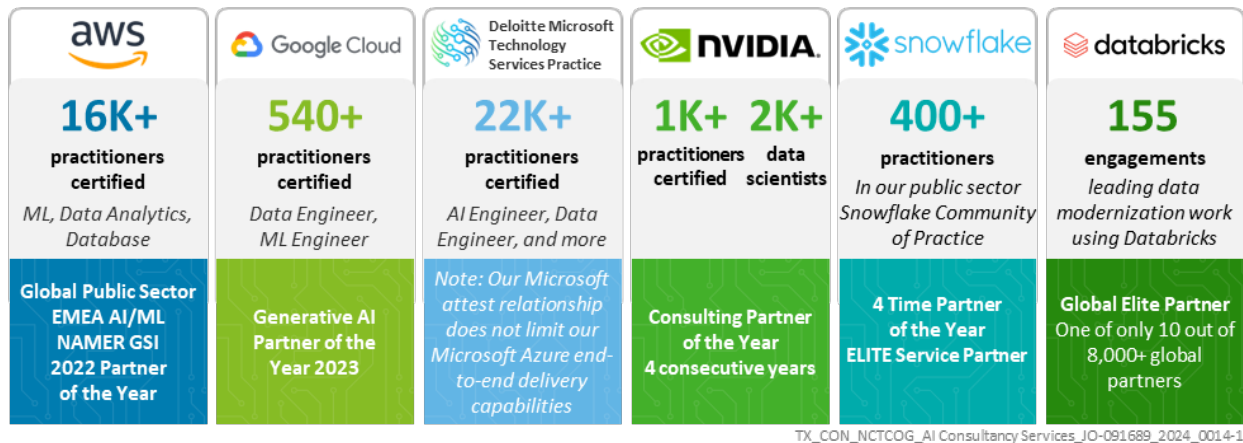


Figure 10. Featured Technology Alliances, Partnerships, and Focused Areas of Practice.

Deloitte is an AWS Partner Network Premier Tier Partner that has achieved 19 AWS competencies. We also work with AWS on innovating new services. Earlier this year, Deloitte expanded its Gen AI capabilities by leveraging Amazon Bedrock. Bedrock is a fully managed service that allows Deloitte to support clients to build Gen AI applications more quickly.

Deloitte’s integrated Azure practice spans 40+ countries and brings a breadth of services and resources to scale cloud capabilities. We meet the certification staff requirements for the Microsoft Azure Expert Managed Services Provider Program and professional requirements for Microsoft Cloud Platform Gold Competency, with capabilities in ML, data and analytics, migration, and security.

We also have a longstanding alliance with Google Cloud. In 2023, Deloitte was recognized as Google Cloud's Global Public Sector Partner of the Year, Services Partner of the Year for North America, Specialization Partner of the Year for Security, and the Industry Solution Services Partner of the Year for Gen AI. Deloitte and Google Public Sector recently expanded their strategic alliance to increase innovation through new technologies, like Gen AI, and plan to launch new solutions around AI/ML, Gen AI, and data analytics. With the new alliance Deloitte will quadruple its Google Public Sector resources.

Deloitte has partnered with NVIDIA to leverage advanced AI and machine learning technologies, aiming to drive innovation and digital transformation across various industries and has been named NVIDIA Partner Network Consulting Partner of the Year. This collaboration focuses on integrating NVIDIA's AI capabilities into Deloitte's services, co-developing industry-specific AI solutions, conducting joint research, and providing AI training to Deloitte's workforce. The partnership is designed to help clients achieve improved decision-making, enhanced customer experiences, and increased operational efficiencies, providing a competitive edge and driving sustainable growth.

Deloitte has been recognized as Snowflake's Partner of the Year since 2021. We have achieved the highest level of partnership in the Snowflake Partner Network program, which provides Deloitte with access to training, best practices, and technical support. Because Deloitte is engaged with Snowflake on multiple business fronts, we heavily invest in developing our practitioners Snowflake skills and knowledge.

Deloitte's strategic partnership with Databricks leverages Databricks' unified data analytics platform and Deloitte's industry expertise to deliver scalable AI and data solutions across various sectors, including finance, healthcare, and retail. This collaboration focuses on data modernization, AI and machine learning applications, and tailored industry solutions, helping clients enhance data-driven decision-making and operational efficiency. Deloitte has been recognized for its excellence in this partnership, including being named Databricks Consulting and SI Partner of the Year, underscoring its leadership in implementing innovative data solutions.

With hundreds of products, solutions, and tech-enabled consulting services, Deloitte combines leading technology, our time-tested business acumen, and our alliances with many of the world's leading companies to solve your most complex challenges, enabling you to drive measurable value. The following figure shows a sampling of our relevant alliance relationships.



Figure 11. Sample of Alliances and Partnerships.

These connections with technology providers, combined with Deloitte’s renowned consulting services, business acumen, and strategic creativity, give organizations the diverse experience and capabilities necessary to envision and shape their futures. However, Deloitte is technology agnostic, and we are willing and able to partner with the products and services that best meet the goals and needs of individual organizations.

Portfolio of Successful AI Strategies and Implementations

Our deep and broad experience delivering AI strategy and implementation across a wide variety of industries and sectors has contributed to an extensive portfolio of successful engagements. The table below highlights some of our recent AI work across the scope categories included in the RFP.

Organization	AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
North Texas Tollway Authority	✓	✓	✓	✓	✓
State of Colorado	✓	✓	✓	✓	✓
Texas Dept. of State Health Services	✓	✓	✓	✓	✓
Commonwealth of Pennsylvania	✓	✓	✓	✓	✓
State of Tennessee	✓	✓	✓	✓	✓
Ohio Bureau of Workers Compensation	✓	✓	✓	✓	✓
City of Cincinnati		✓		✓	✓
US Department of State	✓	✓	✓	✓	✓

Figure 12. Example Experience.

Understanding of Public Sector Compliance, Ethical Standards, and AI Regulations

We appreciate the vision of the North Central Texas Council of Governments to harness the transformative potential of Artificial Intelligence (AI) while maintaining ethical standards, transparency, and public trust. We understand that NCTCOG members aim to leverage AI for enhancing operational efficiency, decision-making processes, and service delivery across various governmental and community domains. Our Commitment to Texas

Deloitte provides outstanding professional services to the State of Texas. Texas represents a national target account within Deloitte, receiving special status and dedicated resources relative to other clients in our service portfolio. Deloitte has more than 8,300 staff and nine offices throughout Texas that can provide collaboration and effective communication with our agency clients. Our 40+ year commitment to serving Texas government has given us the opportunity to work with many state and local agencies and to understand underlying business operations and agency cultures. Deloitte's public sector professionals are well equipped to seamlessly facilitate collaboration and effective communication with NCTCOG member organizations.

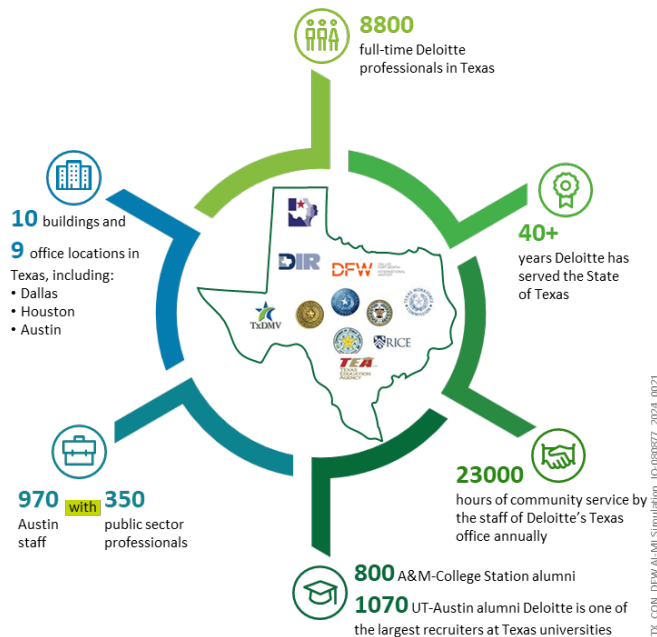


Figure 13. Our Commitment to Texas.

Company Background Information

The year 2025 marks 180 years of Deloitte making an impact that matters. It is an enduring story that began in 1845 with William Welch Deloitte—an individual with the idea, the integrity, and the incentive to build something that would last. It was the start of a thriving global organization, which has grown to more than 412,000 people who proudly carry forth a legacy of connection and collaboration. Being an organization with the multidimensional perspectives necessary to solve the world’s greatest challenges in business and society remains the DNA of today’s Deloitte. **Simply put, we make an impact that matters.**

Scope of Work Requirements Unable to be Met

Deloitte can meet all requirements in the Scope of Work.

Identification of Subcontractors and Third-Party Services

NA

DID YOU KNOW ?

- Deloitte was founded in 1845, the same year Texas became a state.
- Deloitte has served the Public Sector for over 50 years and the state of Texas for over 40 years.
- Deloitte has 9 offices and over 7,889 employees in Texas alone.
- In Forbes magazine’s World’s Best Management Consulting Firms for 2023, Deloitte received four or five-star ranking in all 27 categories, and the most recommendations for America’s Best Management Consulting Firms 2024

Technical Proposal

Section 5, Technical Proposal, Page 17

This section should constitute the major portion of the submittal. The Technical Proposal should include a proposed methodology for meeting the Objectives, Scope of Work, Requirements, and Deliverables outlined in Section 5.

At Deloitte, we share with the North Central Texas Council of Governments (NCTCOG) and its members of the TXShare Cooperative Purchasing Program (TXShare) the belief that the transformative power of Artificial Intelligence (AI) can significantly enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across its member organizations. It is our understanding that NCTCOG is seeking a consultancy firm to provide AI expertise in order to identify, develop, and implement AI strategies and solutions that align with the organization’s goals.

Our typical approach starts with defining the organization’s AI strategy. Leveraging our proprietary AI Readiness and Management Framework and Trustworthy AI™ Framework, we will collaborate with NCTCOG stakeholders to formulate an AI strategy that aligns with legal best practices and the organization's values and ethical principles. Once the AI vision is set, these principles will set the direction across the elements of the AI strategy, including the identification and prioritization of AI use cases, developing AI governance and operating model frameworks, and providing implementation roadmaps with an eye toward AI solutions that are ethical, secure, and compliant with public sector regulations.

In Section 5.1 below, we summarize our typical approach to the the objectives you set out in Section 5.1 of the RFP. These responses to the stated summary objectives are discussed in further detail throught the remainder of our response. Specific techniques and approaches will depend on identified scope and activities will be tailored to specific task orders from NCTCOG members.

5.1 Objectives

Section 5.1, Technical Proposal-Objectives, Page 11

The objectives of the AI consultancy services include, but are not limited to:

- a. Assessing current organizational processes and identifying opportunities for AI integration, with specific examples relevant to various departments (e.g., public safety response optimization, citizen engagement tools, predictive maintenance in infrastructure).
- b. Recommending AI tools, frameworks, and applications to solve specific organizational challenges.
- c. Developing a comprehensive data strategy alongside an AI roadmap, emphasizing data quality, governance, privacy, and security.
- d. Developing a strategic roadmap for AI implementation, including governance, timelines, milestones, and deliverables.
- e. Ensuring that all AI implementations comply with legal standards (e.g., FOIA, grant/state/federal regulations) and establish technical, administrative, and policy controls for internal AI use.
- f. Providing training and knowledge transfer to the organization’s internal teams on AI capabilities, ensuring employees effectively adopt and utilize AI tools.
- g. Quantify the long-term value AI brings to the organization and create business cases for both immediate and future expenditures, supporting sustained AI investment and adoption.
- h. Supporting the pilot and/or full-scale implementations and providing comprehensive training for sustainable, in-house AI operations.
- i. Incorporating a 5-year AI roadmap to guide the organization’s future AI development.

For convenience, the table below maps the individual objectives discussed in this section (5.1) to the Scope of Work areas identified in Section 5.2.

Objectives (Section 5.1) Mapped to Scope (Section 5.2)

a. Assessing current organizational processes and identifying opportunities for AI integration, with specific examples relevant to various departments (e.g., public safety response optimization, citizen engagement tools, predictive maintenance in infrastructure).

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Recommending AI tools, frameworks, and applications to solve specific organizational challenges.

Objectives (Section 5.1) Mapped to Scope (Section 5.2)				
AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building

c. Developing a comprehensive data strategy alongside an AI roadmap, emphasizing data quality, governance, privacy, and security.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

d. Developing a strategic roadmap for AI implementation, including governance, timelines, milestones, and deliverables.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

e. Ensuring that all AI implementations comply with legal standards (e.g., FOIA, grant/state/federal regulations) and establish technical, administrative, and policy controls for internal AI use.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

f. Providing training and knowledge transfer to the organization’s internal teams on AI capabilities, ensuring employees effectively adopt and utilize AI tools.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

g. Quantify the long-term value AI brings to the organization and create business cases for both immediate and future expenditures, supporting sustained AI investment and adoption.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

h. Supporting the pilot and/or full-scale implementations and providing comprehensive training for sustainable, in-house AI operations.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

i. Incorporating a 5-year AI roadmap to guide the organization’s future AI development.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.2 Scope of Work

Section 5.2, Technical Proposal-Scope of Work, Pages 11-12

The selected AI consultancy firm will perform the following tasks:

Deloitte will guide NCTCOG member organizations in identifying valuable AI use cases, establishing a long-term AI strategy, and helping support compliance with regulatory requirements, all while fostering a trustworthy, secure, and AI-enabled workforce. Our collaborative approach will provide clarity and direction for their journey to full AI maturity.

Our **AI Readiness and Management Framework (aiRMF)** and **Trustworthy AI™ (TAI)** serve as the foundation for our approach to AI planning, development, and deployment. These comprehensive frameworks are designed to guide organizations through the complexities of AI adoption, helping ensure that every phase of the AI lifecycle is executed with precision, ethical considerations, and strategic

alignment. For NCTCOG member organizations, these frameworks will be instrumental in navigating the journey toward becoming AI-enabled entities.

The aiRMF offers a structured, tailored approach to AI planning and implementation. It is a guide as the NCTCOG member organizations seek to develop an AI strategy including robust governance, identify AI use cases and conduct feasibility studies, formulate AI solution designs and roadmaps, conduct pilot testing and implementation support, and deliver training, adoption, and capacity building. The graphic below provides an overview of the aiRMF.

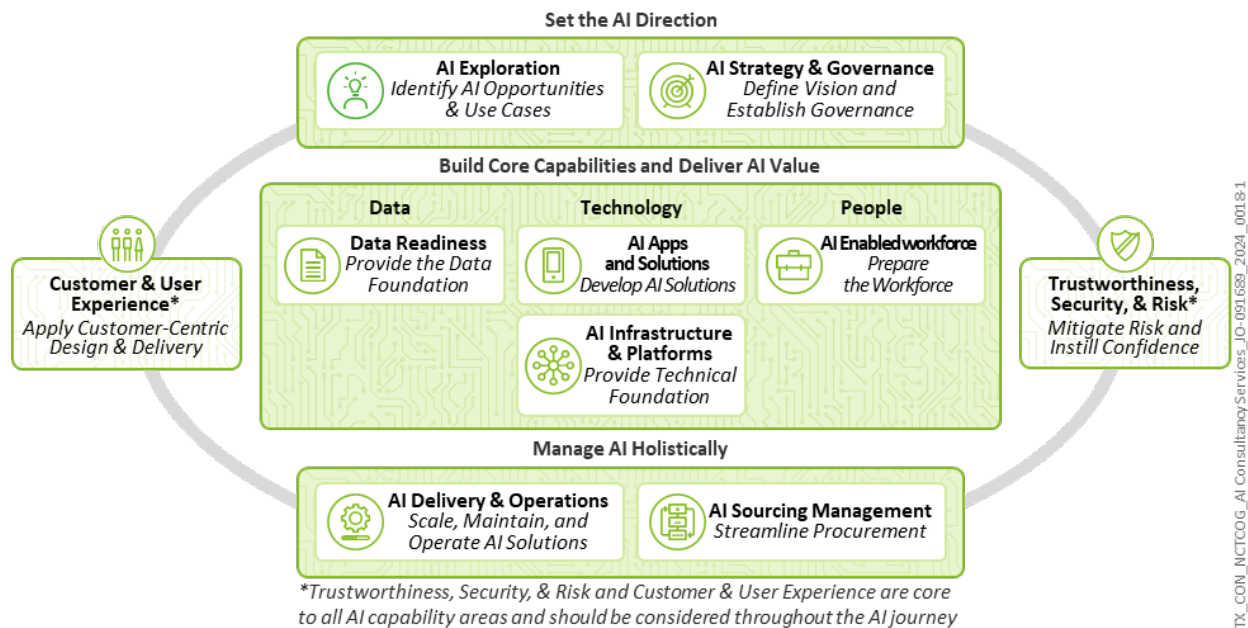


Figure 14. Deloitte AI Readiness and Management Framework (aiRMF).

Central to the aiRMF are three pillars: Setting the AI Direction, Delivering AI Value and Building Core Capabilities, and Managing AI Holistically. These principles support the alignment of AI projects with organizational goals and governance policies.

Deloitte’s AI Readiness & Management Framework provides organizations with recommended activities, work products, and skills needed to build enterprise AI readiness and maturity. As the organization looks to leverage AI and understand its impact to the organization, the aiRMF can help assess where they are today, define target outcomes, and chart a path forward. The aiRMF takes a holistic approach to helping organizations identify and achieve AI readiness by examining nine full AI lifecycle functional areas:

- **AI Exploration:** Define the organization’s requirements, target solutions, and identify discrete use cases outlining how AI could be applied to achieve a mission or business need.
- **AI Strategy & Governance:** Form a demand-driven strategy factoring the capabilities necessary to implement AI technology responsibly, securely, and consistently across the enterprise through plans, policies, procedures, and program alignment.
- **Trustworthiness, Security, & Risk:** Mitigate risks and comply with AI regulations to create trust and confidence in the technology, while maintaining cybersecurity, the protection of information, and the ethical use of data.
- **Data Readiness:** Provide the foundation for accurate and impactful AI solutions using high-quality, accessible, and labeled data understood and trusted across the enterprise.

- **AI Infrastructure & Platforms:** Implement a scalable architecture with the platform and tools needed to provide the speed, capacity, and processing power you need to sustain AI-enabled solutions.
- **AI Apps & Solutions:** Implement AI software, models, and products across the organization to modernize, improve performance, reduce total cost of ownership, and accelerate decision-making and workflows for mission-critical challenges.
- **AI Enabled Workforce:** Prepare your workforce to integrate AI into their operational processes and determine the talent and skills they need to provide AI oversight and use it responsibly.
- **Customer & User Experience:** Drive a human-centered AI experience and improve the adoption and value of AI solutions with human-centered design and UI/UX techniques to help enable employees and the public.
- **Delivery & Operations:** Scale and maintain AI solutions and processes that enable organizations to be reliable and efficient in production, grow their internal AI capacity, and fuel a culture of innovation.

In recognition of the intricacies and potential challenges associated with AI adoption, Deloitte, utilizing its extensive experience and innovative methodologies, offers its AI Readiness and Management Framework (aiRMF). This structured approach can help NCTCOG members plan and execute an AI journey that is cohesive, strategic, and impactful, aligning with governing policies and ethical considerations. The challenges lie in assessing the current AI infrastructure, establishing robust governance practices, and ensuring the ethical deployment of AI technologies. Deloitte's aiRMF is specifically designed to address these challenges, offering a tailored, comprehensive approach to AI planning and implementation. The framework not only guides organizations in selecting high-impact AI use cases but also supports trustworthy, secure AI solutions and the development of an AI-enabled workforce. The framework is illustrated below.

aiRMF first emphasizes setting the AI direction with opportunity identification/prioritization and sound strategy and governance. Then, the framework focuses on building out core AI capabilities and delivering AI value aligned to organizational strategy with focus on data, technology, and people. aiRMF also guides organizations to manage AI holistically with well-planned operations, scaling, sourcing, and continuous improvement. Throughout the journey, aiRMF emphasizes trustworthiness, security, and risk management through our Trustworthy AI™ framework as well as a focus on customer and user experience. aiRMF, and how we will use it to benefit NCTCOG member organizations, is discussed in more detail in our technical Proposal.

Deloitte's aiRMF drives value for our clients by addressing key aspects of AI readiness, managing risk, and enhancing their AI capabilities:

Meeting organizations where they are in their AI journey, guiding the implementation of the right AI capabilities: The aiRMF is adaptable by design, catering to organizations at various stages of their AI journey. It can be tailored to the specific needs of NCTCOG member organizations to facilitate strategic and effective implementation of AI capabilities.

Representing the current thinking of Deloitte industry leaders, built specifically for government organizations: Developed by Deloitte industry leaders, the aiRMF reflects cutting-edge insights and is customized to align with the unique requirements of organizations.

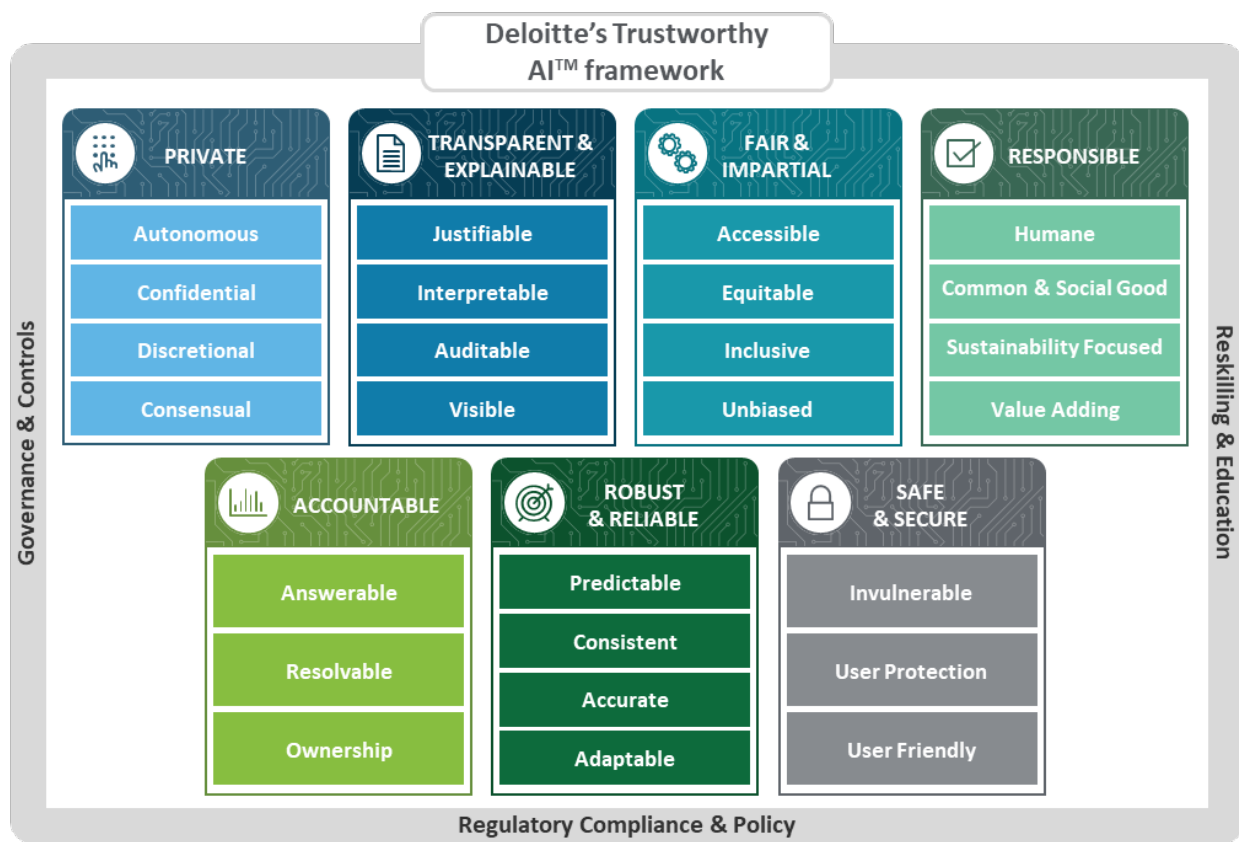
Citing relevant legislation, guidance, standards, and directives: The framework incorporates and references relevant Federal legislation, guidance, and directives, enabling organizations to be compliant with the latest standards.

Addressing the full range of AI capabilities including strategy, risk, data, technology, and people: The aiRMF provides organizations with a holistic approach that addresses strategy development, risk management, data management, technology infrastructure, and workforce implications.

Helping to promote integration and overcome internal stovepipes across the enterprise: By breaking down internal silos, the aiRMF fosters collaboration and a unified approach to AI initiatives across business units.

Defining the critical work products to help guide organizations on what they need to do to enable progress and develop an AI Roadmap: The framework provides clear guidance by defining critical work products, providing organizations with a roadmap for progress. It assists in developing a structured AI roadmap aligned with organizational goals.

Complementing the aiRMF, Deloitte’s Trustworthy AI™ focuses on responsible AI adoption, emphasizing ethical safeguards, security, and risk mitigation to foster trust and innovation. The graphic below provides an overview of the TAI Framework, followed by a summary of its features.



TX_CON_NCTCOG_AI Consultancy Services_JO-091689_2024_0020-V2

Figure 15. Deloitte Trustworthy AI™.

Our Trustworthy AI™ Framework provides a structured approach to embedding AI risk management across AI planning, design, and development to incorporate ethical guidelines and public sector regulations (i.e., GDPR, customer internal data loss protection policies). The framework helps us create transparent, impartial, secure, and robust solutions. It also helps guide sound governance and controls as well as reskilling and education.

Recognizing the challenges of implementing AI responsibly, Deloitte presents its Trustworthy AI™ (TAI) Framework, depicted below, as a comprehensive solution that addresses these needs.

NCTCOG member organizations are in a pivotal moment to integrate advanced AI technologies, aiming to not only bolster operational capabilities but also institute and support ethical governance and robust safeguards. Trustworthy AI™ is paramount to achieving these objectives. Deloitte's TAI Framework serves as a cornerstone for embedding responsibility and trust into AI deployment. Our framework is designed to align with the rigorous standards of the National Institute of Standards and Technology (NIST) AI Risk Management Framework, providing a robust structure for AI governance, from development through implementation. In our Technical Response, we explain in detail how we use our Trustworthy AI™ Framework in conjunction with aiRMF to help organizations strategize, plan, implement, and operate responsible and impactful AI solutions. Some of the potential benefits of TrustworthyAI™ to NCTCOG member organizations include:

Enhanced Transparency and Accountability: Facilitates the development of robust audit trails and tracking user interactions, which enhances transparency and accountability in AI systems.

Risk Mitigation: Helps organizations identify and mitigate AI risks, ensuring that AI solutions are safe, secure, and reliable.

Ethical AI Implementation: Promotes AI systems that are designed and implemented ethically, with a focus on fairness, privacy, and security.

Regulatory Compliance: Assists organizations in complying with applicable laws, regulations, standards, and policies (internal and external).

Improved AI Model Performance: Supports regular monitoring and assessment of AI models to maintain their functionality, fairness, and security.

Operational Efficiency and Service Provision: Helps enhance the efficiency of operational processes, delivery of quality services, and decision-making through AI-powered solutions.

Stakeholder Trust: Builds trust with stakeholders and regulators by driving AI solutions that are transparent, accountable, and aligned with ethical standards.

Together, these frameworks will guide our work across the following five phases:

Section 5.2.1: AI Strategy Development:

We will start by establishing a strategic direction for AI implementation. Utilizing the aiRMF as a guide, we work with the organization to define a governance and management framework as well as a realistic AI strategy aligned to organizational goals. The Trustworthy AI™ framework helps ensure that the strategy supports AI development that is ethical, responsible, reliable, and secure.

Section 5.2.2: Use Case Identification and Feasibility Study:

Our team will collaborate with stakeholders to identify and prioritize AI opportunities. Utilizing the aiRMF, we will evaluate each use case's potential impact and feasibility, ensuring alignment with organizational objectives. Trustworthy AI™ principles will be employed to assess the ethical implications and risks associated with each use case.

Section 5.2.3: AI Solution Design and Roadmap:

In this phase, we will design AI solutions and develop a comprehensive roadmap for implementation. The aiRMF will help guide the technical foundation, data readiness, and solution designs. The Trustworthy AI™ framework will help ensure that solutions are ethically sound, secure, and

transparent. This roadmap will offer a clear path from design to deployment, incorporating best practices for AI governance.

Section 5.2.4: Pilot Testing and Implementation Support:

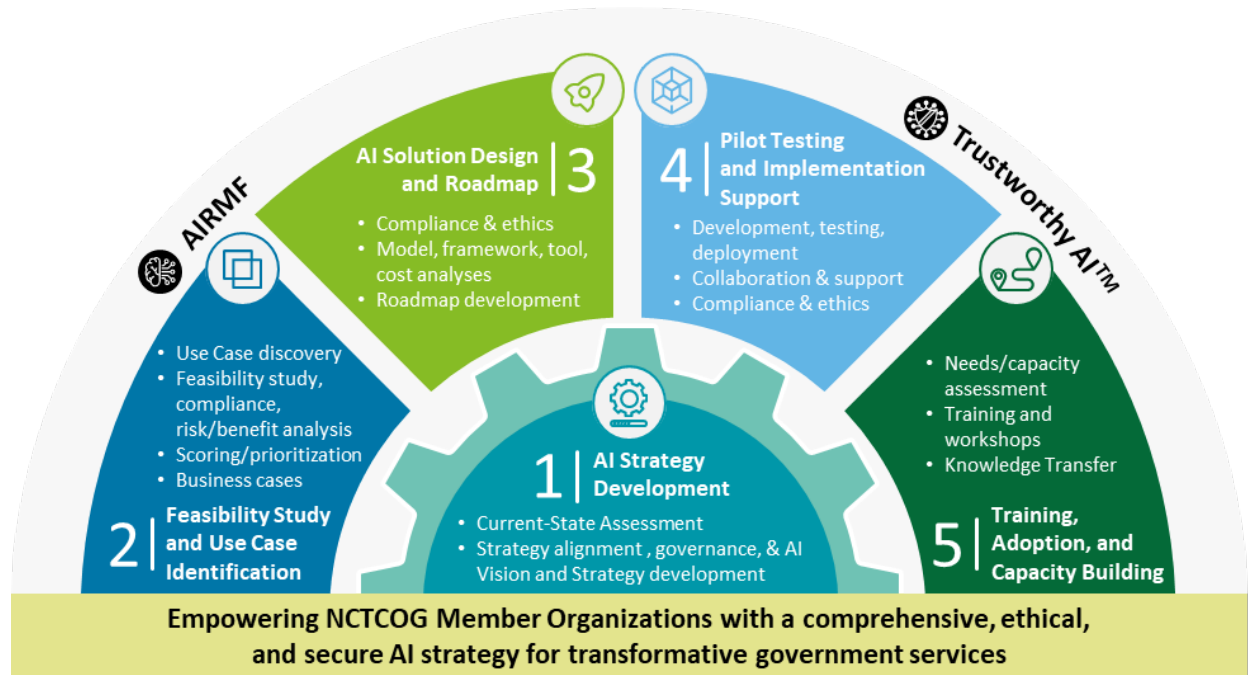
We will support AI solution implementation, including identified pilots as required. The aiRMF will help manage the technical and logistical aspects of solution implementation and AI pilots, supporting solutions that are scalable and robust. Trustworthy AI™ will be used to drive fairness, robustness, transparency, privacy, accountability, and security.

Section 5.2.5: Training, Adoption, and Capacity Building:

The final phase focuses on training staff, promoting AI adoption, and building long-term capacity. Deloitte’s AI Transformation capabilities will support organizations in becoming AI-enabled, helping develop skills and capabilities in the workforce that match technological advancements. Trustworthy AI™ principles will guide the development of training programs, promoting a culture of ethical AI use and continuous improvement.

By integrating Deloitte’s AI Readiness and Management Framework and Trustworthy AI™, NCTCOG member organizations will benefit from a methodical, ethical, and strategic approach to AI adoption. These frameworks help ensure that AI initiatives are not only innovative and impactful but also aligned with appropriate standards of trust, security, and ethical responsibility.

Our approach is designed to align NCTCOG member organizations’ goals and vision across five scope components as shown below:



TX_CON_NCTCOG_AI Consultancy Services_JO-091689_2024_0001a

Figure 16. Proposed AI Approach.

By leveraging the aiRMF as our end-to-end methodology, Deloitte will provide NCTCOG member organizations with clarity and direction for their journey to full AI maturity. Beyond capturing the organization’s current-state realities, the aiRMF framework incorporates specific benchmarks to

advance each of the components listed in the Scope of Work of this solicitation. We will work collaboratively with the NCTCOG member organizations to deploy the aiRMF in a flexible manner that fits their stakeholder availability and circumstances. As we synthesize our learnings from each phase, our customized approach will ground all our recommendations in principles of trustworthy and secure AI—enabled by our Trustworthy AI™ framework—and supported by our human-centered approach that makes AI work for and with NCTCOG member employees.

5.3 Specifications and Requirements

Section 5.3, Technical Proposal-Specifications and Requirements, Pages 12-13

In this Section, we address the specific requirements set forth in the RFP. Our standard approach and methodologies align closely with NCTCOG requirements and we are confident in our ability to meet or exceed these requirements and deliver value to member organizations. In the table below, we have mapped each of the individual specifications and requirements to applicable areas of scope from Section 5.2. These are not definitive mappings, as we recognize that member organizations may develop different requirements and groupings for their unique scope and goals. The purpose of the table is to provide some insight into where in the AI lifecycle we typically see these requirements addressed. This is intended to be informative, and we are happy to work with member organizations to structure scope, requirements, and specifications to meet their needs.

Requirements and Specifications (Section 5.3) Mapped to Scope (Section 5.2)

5.3.1 Consultant Expertise and Qualifications

NOTE: Consultant Expertise and Qualifications requirements are applicable to all scope areas and more information on qualifications and experience can be found in Section 4, “Project-Related Experience and Qualifications.”

a. Demonstrated experience in providing AI consultancy services to government agencies or similar public sector organizations.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Proficiency in AI technologies, including machine learning, natural language processing, computer vision, etc.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

c. Experience with AI ethics, data privacy, and security, particularly in a public sector context.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

d. Proven success in developing AI strategies and roadmaps, including successful project implementation.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

e. Ability to work collaboratively with internal teams and translate technical concepts into layman’s terms for non-technical stakeholders.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

f. Demonstrated understanding and experience with public sector compliance and ethical standards.

Requirements and Specifications (Section 5.3) Mapped to Scope (Section 5.2)				
AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building

5.3.2 Data Security and Privacy Compliance

a. The consultant must comply with all applicable federal, state, and local data privacy laws.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Provide documentation that AI solutions will adhere to data protection regulations such as GDPR (if applicable) or equivalent local laws.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

c. Implement security measures to ensure the protection of sensitive and personal information during data processing.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.3.3 Project Management and Reporting

a. The consultant must provide regular project status updates and attend weekly or bi-weekly meetings with the organization's project management team.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Submit a detailed final report summarizing findings, recommendations, implementation results, and lessons learned.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

c. Adhere to agreed project deadlines and deliver all required documentation in a timely manner.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.3.4 Budget and Cost Estimates

a. Provide a comprehensive cost breakdown for the services, including consultancy fees, software licensing costs (if applicable), and any other anticipated expenses.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Offer flexible pricing structures, such as time and materials or fixed-price contracts, depending on the scope of work.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.3.5 Data Strategy and Management

a. Data Quality Controls:

1. The consultant must implement measures to ensure the integrity and accuracy of data utilized in AI models.
2. Establish data validation processes to identify and address inaccuracies or inconsistencies.
3. Define data enrichment procedures to enhance dataset quality.

Requirements and Specifications (Section 5.3) Mapped to Scope (Section 5.2)				
AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building

b. Data Governance Framework:

1. Outline a comprehensive governance strategy that includes policies for data ownership, usage rights, and data stewardship roles.
2. The consultant should facilitate compliance with public sector regulations by providing clear governance documentation.
3. Define processes for version control and data lineage tracking to maintain transparency in data handling.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

c. Data Privacy Assurance:

1. Ensure adherence to data privacy laws, including GDPR (if applicable) or relevant local legislation.
2. Propose methodologies for anonymizing and protecting sensitive information throughout the AI model lifecycle.
3. Create a protocol for obtaining and managing data consent where necessary.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

d. Data Security Protocols:

1. Implement and recommend data security measures, including encryption, access controls, and risk assessment practices.
2. Develop a response plan for data breaches or security incidents, specifying consultant responsibilities in these cases.
3. Ensure secure data storage and backup practices are followed, protecting against data loss.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

e. Ongoing Data Strategy Evaluation:

1. Include a plan for periodic evaluation and updates to the data strategy to adapt to new regulatory changes and technological advancements.
2. Offer training or workshops for internal teams to manage and uphold the organization's data strategy post-consultation.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.3.6 Ethical AI Requirements

a. Ethical Framework Alignment:

1. The consultant must outline how proposed AI solutions align with industry-standard ethical guidelines and the organization's specific principles.
2. Define the consultant's approach to integrating fairness and inclusiveness into AI development to avoid discrimination or biased outputs.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

b. Bias Detection and Mitigation:

1. Establish methods for identifying and reducing bias in training data and algorithms.
2. Propose ongoing monitoring techniques to track bias throughout the deployment and operation of the AI system.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

c. Transparency Protocols:

Requirements and Specifications (Section 5.3) Mapped to Scope (Section 5.2)

1. Ensure AI models are understandable, with details on how decisions are made available to relevant stakeholders.
2. Include a documentation process that provides insight into data sources, decision logic, and model outputs.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

d. Accountability Measures:

1. Define accountability measures for AI development and use, including tracking actions, decisions, and changes to the model.
2. Propose mechanisms for auditing AI solutions to ensure continued compliance with ethical standards.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

e. Impact Assessments:

1. Include plans for conducting regular ethical impact assessments to evaluate potential societal, cultural, and operational impacts.
2. Provide a framework for addressing findings from these assessments with corrective actions when needed.

AI Strategy Development	AI Opportunity ID & Feasibility Study	AI Design & Roadmap	Pilot & Implementation Support	Training & Capacity Building
-------------------------	---------------------------------------	---------------------	--------------------------------	------------------------------

5.4 Deliverables

Section 5.4, Technical Proposal-Deliverables, Page 15

Deliverables include, but are not limited to, the following:

- a. Initial AI Strategy Report.
- b. Feasibility Study with AI Use Case Recommendations, including a detailed data strategy component.
- c. 5-Year AI Roadmap alongside a detailed AI Implementation Plan.
- d. Pilot Implementation Plan.
- e. Staff training Sessions and Knowledge Transfer Plan and Materials.
- f. Detailed documentation on ethical AI guidelines and measures incorporated.
- g. Final Project Report, including project evaluation, outcomes, and recommendations for further AI integration.

We have included the required deliverables as well as some additional deliverables based on the scope provided in the RFP. These are examples of typical deliverables, and we recognize that specific deliverables and contents will depend on the individual scope and requirements. We are prepared to work with member organizations to tailor deliverables to their goals, scope, and requirements. The deliverables are included in the table below.

Deliverable	Description	Scope Area
Current-State Assessment	This deliverable provides a comprehensive evaluation of the current state of data maturity and AI readiness across the dimensions of people, processes, technology, and data. Identification of the target state, existing gaps, and corresponding recommendations.	5.2.1 AI Strategy Development
Initial AI Strategy Report	This deliverable provides guiding principles, AI vision, and strategy for utilizing AI solutions to achieve organizational goals. This includes vision and objectives, data strategy, technology, talent and skills, change management, governance, ethics, compliance, performance management, scalability, and sustainability.	5.2.1 AI Strategy Development
Identified AI Use Cases	This deliverable details AI opportunities identified through discovery activities. This includes a description of the opportunities, alignment with organizational vision and strategy, perceived value, stakeholders, known risks and compliance considerations, and dependencies.	5.2.2 Feasibility Study and Use Case Identification

Deliverable	Description	Scope Area
Feasibility Study with AI Use Case Recommendations	This deliverable provides a detailed analysis of strategic alignment, business value, complexity, and risk for each opportunity. It considers data strategy, quality, governance, and integration readiness. Opportunities are scored and prioritized based on their impact and the level of effort or resources required.	5.2.2 Feasibility Study and Use Case Identification
AI Solution Design and Cost Analysis	This deliverable presents the designs for models, frameworks, and tool solutions, including problem definition, data preparation, model selection, feature engineering, model training and evaluation, deployment and monitoring, and ethics and compliance. It also includes a comprehensive cost analysis for each proposed AI solution, encompassing services, licensing/subscriptions, and maintenance.	5.2.3 AI Solution Design and Roadmap
5-Year AI Roadmap and AI Strategy Implementation Plan	This deliverable provides a prioritized roadmap and strategy implementation plan covering governance, project timelines, milestones, resource needs, technology, change management, talent and skills, monitoring, key performance indicators (KPIs), and capacity building.	5.2.3 AI Solution Design and Roadmap
Pilot Implementation Plan	This deliverable outlines a comprehensive plan that covering scope, implementation approach, pilot objectives, success criteria, project management, stakeholder engagement, data acquisition and preparation, technology, model development, integration and deployment, testing and validation, risk management, ethics and compliance, monitoring, and operationalization and scaling plan.	5.2.4 Pilot Testing and Implementation Support
Ethical AI Plan	This deliverable outlines a comprehensive plan encompassing ethics and compliance principles and guidelines, governance and policy, bias and fairness considerations, transparency and explainability, privacy and security measures, accountability frameworks, risk management strategies, training and awareness programs, as well as monitoring and documentation procedures.	5.2.4 Pilot Testing and Implementation Support
Final Project Report	This deliverable is an extensive final report that includes a project summary, measurement of success criteria, project evaluation, outcomes, operationalization and scaling plan, recommendations for further AI integration, recommended strategy and roadmap updates, follow-on or modified AI opportunities, and recommendations for additional training, upskilling, and capacity building.	5.2.4 Pilot Testing and Implementation Support
Training Needs Assessment	This deliverable analyzes current skills and AI fluency, identifies skill goals, roles, responsibilities, and training gaps. It segments the training audience, identifies delivery methods, analyzes training resources, and provides AI capacity-building recommendations.	5.2.5 Training, Adoption, and Capacity Building
Training Curriculum and Materials	This deliverable includes AI curriculum, handbooks, documents, job aids, and other media/formats for delivering training in instructor-led, web-based, on-the-job, and other formats. It also encompasses on-demand documentation and education materials.	5.2.5 Training, Adoption, and Capacity Building
Knowledge Transfer Plan	This deliverable details knowledge transfer goals, stakeholders, and key knowledge areas. It covers documentation, reporting, knowledge capture, communication, timeline, milestones, resource allocation, monitoring, evaluation, and risk management.	5.2.5 Training, Adoption, and Capacity Building

Figure 17. Table of Deliverables by Scope Section.

Deloitte's extensive experience and proven methodologies uniquely position us to support NCTCOG members in their AI journeys. Leveraging our frameworks, tools, and industry perspective, we are committed to delivering innovative, ethical, and secure AI solutions that align with organizations' strategic goals. We look forward to the opportunity to partner with NCTCOG member organizations to drive operational efficiency, enhance decision-making, and foster innovation through the transformative power of AI.