

Artificial Intelligence (AI) Consultancy Services

Presented to:
North Central Texas Council of Governments
TXShare Cooperative Purchasing Program

RFP # 2025-023

1/13/2025

K.L. Scott & Associates, LLC.
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Nitin Mistry
Chief Strategy Officer & Partner
K.L. Scott & Associates, LLC.
Nitin.Mistry@klscottassociates.com



January 13, 2025

Lisa Littrell
ATTN: Purchasing Division
elittrell@nctcog.org
North Central Texas Council of Governments ("NCTCOG"),
TXShare Cooperative Purchasing Program ("TXShare")

RE: Artificial Intelligence (AI) Consultancy Services

Dear Ms. Littrell,

K.L. Scott & Associates (KLSA) is honored to present our Request for Proposal supporting the North Central Texas Council of Governments ("NCTCOG") and its members of the TXShare Cooperative Purchasing Program ("TXShare") to leverage Artificial Intelligence (AI) consultancy services. We are eager to highlight our experience and proven track record of success in supporting similar initiatives. Our firm has successfully partnered with esteemed government organizations such as the U.S. Department of Agriculture, U.S. Housing and Urban Development (HUD), Centers for Disease Control and Prevention (CDC), New Caney Independent School District (NCISD) of Texas, the U.S. Department of Health and Human Services (HHS) and more.

To ensure accelerated outcomes for NCTCOG, we have strategically aligned our practitioners with experience in AI consultancy, project management, and collaboration with public entities. Our practitioners are industry experts who have conducted comprehensive AI strategy development, implementation, and optimization services.

KLSA is an SBA-certified 8(a), mission-driven IT and management consulting firm supporting government leaders deliver positive outcomes for all communities through Health & Human Services, Digital Transformation, Organizational Strategy, and Data Management & Analytics.

We appreciate your time and consideration in reviewing our response and look forward to partnering with the NCTCOG and TXShare. If you have any questions, please contact me at (347) 730-2539 or Nitin.Mistry@klscottassociates.com.

Thank you,

A handwritten signature in black ink, appearing to read "N. Mistry", is placed below the "Thank you," text.

Nitin Mistry
Chief Strategy Officer & Partner

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1. Certificate of Offeror

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.

K.L. Scott and Associates, LLC.

Legal Name of Proposing Firm

Nitin Mistry

Contact Person for This Proposal

Chief Strategy Officer-Partner

Title

(347) 730-2539

Contact Person Telephone Number

Nitin.Mistry@klscottassociates.com

Contact Person E-Mail Address

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Street Address of Principal Place of Business

City/State

Zip

235 Peachtree Street NE, Suite 400 Atlanta, GA 30303

Mailing Address of Principal Place of Business

City/State

Zip

Keith Scott

Point of Contact for Contract Negotiations

Chief Executive Officer-Partner

Title

(678) 360-4354

Point of Contact Telephone Number

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Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 **NM** #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.

K.L. Scott and Associates, LLC (KLSA) understands that the North Central Texas Council of Governments (NCTCOG) and its TXShare Cooperative Purchasing Program aim to leverage AI to enhance operational efficiency, improve decision-making, and foster innovation across various governmental entities. KLSA recognizes the importance of developing AI strategies and solutions that align with organizational goals, ensuring compliance with public sector regulations, and providing comprehensive training for sustainable AI adoption. KLSA will focus on identifying AI use cases, developing implementation roadmaps, and ensuring ethical, secure, and compliant AI solutions. Our technical proposal will highlights the following key requirements and objectives: Sure, here's a bullet list summarizing the high-level plan:

- AI Strategy Development
- Feasibility Study and Use Case Identification
- Ethical AI Requirements
- AI Solution Design and Roadmap
- Pilot Testing and Implementation Support
- Training, Adoption, and Capacity Building
- Data Strategy and Management
- Project Management and Reporting

2. Key Personnel

KLSA boasts an impressive roster of over 30 senior consultants supporting public-entities across our practice areas Health & Human Services, Digital Transformation, Organizational Strategy, and Data Management & Analytics sectors. In partnership with Futuryst, Scient One, and Praxtion, we have available experts in AI, Cyber Security, Data Analytics, Program Management, Organizational Strategy, and Change Management. Below is a list of available staff with expertise in the field of AI. This list is not all inclusive and can be scaled for program needs. We assign an advisory board of senior leadership and KLSA program managers to support our team at no extra cost to the client. This board acts as a reach-back capability that assists with resourcing, delivery, and strategy.

2.1 Qualifications and Experience

Position	Name	Responsibilities
Program Manager	Raymond Phillips	<ul style="list-style-type: none">• Oversee the planning, implementation, and tracking of AI projects, ensuring alignment with government agency goals and public sector compliance.• Coordinate between cross-functional teams to ensure timely delivery of milestones and adherence to project deadlines.• Prepare and deliver regular project status updates, detailed progress reports, and a comprehensive final report summarizing findings and lessons learned.• Manage risk, budgets, and resources, maintaining a focus on AI ethics, data privacy, and security.

Data Visualization	Daniel Santa Piedrahita	<ul style="list-style-type: none"> • Design and develop interactive dashboards and visualizations to translate AI and machine learning insights into actionable information for government stakeholders. • Collaborate with data scientists and analysts to ensure visualizations adhere to compliance and security standards. • Create user-friendly, visually compelling outputs that communicate technical findings to non-technical audiences. • Provide training to staff on interpreting and utilizing data visualization tools effectively.
Organizational Change MGMT SME	Hannah Lee	<ul style="list-style-type: none"> • Develop and execute change management strategies to facilitate the adoption of AI technologies across government departments. • Conduct stakeholder engagement activities, ensuring alignment of AI projects with organizational goals and user needs. • Lead workshops and training sessions to build AI literacy and address resistance to change. • Develop a knowledge transfer plan to sustain long-term AI system maintenance and updates by internal teams.
AI Policy and Security	Eugene Okwodu	<ul style="list-style-type: none"> • Develop AI policies that align with federal, state, and local regulations, ensuring compliance with data protection laws such as GDPR or equivalent. • Implement and monitor robust security measures to safeguard sensitive data used in AI processing. • Conduct risk assessments to identify and mitigate potential vulnerabilities in AI systems. • Provide documentation and guidance on ethical AI use, addressing public sector compliance needs.
AI SMEs (2)	Michael Butcher and Alejandro Mainetto	<ul style="list-style-type: none"> • Provide expert guidance on the design, development, and implementation of AI solutions for government use cases. • Evaluate AI technologies and recommend best-fit tools, platforms, and methodologies tailored to project goals. • Lead workshops and training sessions on AI best practices, fostering innovation within the organization. • Ensure AI solutions meet ethical standards and comply with data privacy regulations.
AI and Data Architect	Joaquin Marques	<ul style="list-style-type: none"> • Design scalable AI architectures that support advanced analytics, machine learning, and natural language processing needs.

		<ul style="list-style-type: none"> • Ensure AI system designs meet data security, privacy, and compliance requirements. • Collaborate with stakeholders to create a strategic AI roadmap, balancing short-term goals and long-term scalability. • Document architectural frameworks and processes for seamless knowledge transfer to internal teams.
AI Product Leader	Fedor Vasquez	<ul style="list-style-type: none"> • Define the vision and strategy for AI product development, ensuring alignment with organizational and public sector priorities. • Oversee the end-to-end product lifecycle, including requirements gathering, development, testing, and deployment. • Collaborate with cross-functional teams to ensure products meet compliance, ethical, and security standards. • Provide training and workshops on AI product features, capabilities, and best practices.
Lead AI Engineer	Francisco Estrada	<ul style="list-style-type: none"> • Develop and deploy AI models and algorithms, ensuring high performance and accuracy for government applications. • Implement secure and scalable solutions using advanced machine learning and natural language processing techniques. • Collaborate with data scientists and architects to integrate AI solutions into existing systems while adhering to ethical guidelines. • Conduct code reviews and mentor team members, ensuring adherence to industry best practices and standards.

2.2 Resumes

Raymond Phillips, MBA, Program Manager

Executive Summary

Polished and experienced customer and client-centric leader with over eleven years of years of success. Well-versed in advising clients on strategies to achieve business goals with the ability to dialogue with technical and non-technical audiences, including the C-suite. Expertise in program management, financial management, strategy, technical design, human-centered design, testing implementation, and data analysis in the private and public sectors. Instrumental in conducting risk management, improving processes, and implementing technology solutions for projects with -figure budgets.

A proven leader adept at guiding teams and strategic, large-scale projects through entire engagement – with a seamless fusion of technical aptitude and business

acumen. Passion for developing/mentoring others and collaborating with key stakeholders to increase productivity.

Education and Certifications

- University of Georgia, Terry College of Business, MBA in Innov. and Leadership, 2018
- University of Georgia, School of Computing, B.S. degree in Computer Science, 2012
- Human-Centered Design Student Master, Design Academy
- Lean Six Sigma Green Belt, University of Georgia
- Certified Tester Foundation Level – Agile Tester, American Software Testing Qualification Board

Professional Experience

K.L. Scott & Associates, LLC.

Nov 2023 – Present

Senior Manager, Digital Transformation Practice Lead

Leads and delivers large, complex client engagements that identify, design, and implement Digital Initiatives, such as IT Strategies. Supports the organizational Strategic Growth, Cross-Functional Operations and Digital & IT Transformation Practice for the firm and supports scalable growth as a member of leadership. Engages with all practice areas driving cross-functional collaboration, staffing, Go-to-Market, business development, client support and services.

- Implements an outcome-focused methodology to collaborate with clients, driving the advancement of mission, operational models, and technology transformation initiatives within civilian agencies
- Contributes to firm staffing, workforce management, business development, and Go-to-Market strategies

Gartner, Inc.

Jun 2021 – Nov 2023

Associate Director –Digital Business Practice

Led and directed the execution of corporate strategic advisory services for digital business, managed services, Customer Experience, and Total Experience. Reported to the Global Lead for Digital Business Practice, driving critical engagements and scalability of practice solutions.

Daugherty Business Solutions

Feb 2019 – May 2021

Senior Consultant –Program Management

Led business transformation projects with \$2.5M+ budget for a national telecommunications company. Directed teams of 8+ throughout project, from inception to execution and advise clients of progress. Developed customer journey maps to increase the length of the customer lifecycle. Partnered closely with clients to manage expectations, ensuring success, knowledge transfer, and implementation process. Consulted with executive-level stakeholders and presented data, including financials, to provide recommendations and gain needed buy-in.

- Launched a \$2.5M customer retention proof-of-concept to reduce customer internet service disconnection rates.

- Developed National Launch Business Case and National Launch Project Plan which increased the customer lifecycle by 67%.

CGI, Inc.,
Senior Consultant

Jun 2012 – Feb 2019
Sep 2017 – Feb 2019

Spearheaded and directed \$4M enterprise data management project for a national retail consumer organization and \$4M custom software application project for a consumer services firm call center. Led project cycles from requirement gathering to strategy development and tactical execution. Managed teams of 4-8 through project timelines, driving deadlines and accuracy to ensure project deployment met/exceeded the specifications and requirements. Conducted in-depth data analysis and provided valuable insight to drive continuous improvement efforts.

Consultant

Jun 2012 – Sep 2017

Developed detailed engagement execution plans, guided administration of budgets up to \$250K, and communicated to stakeholders all implementation processes - including resource allocation, progress tracking, change control processes, documentation, training, and on-time delivery. Managed multiple strategy, technology software engineering, and quality assurance projects for retail, healthcare, and regulatory industries nationwide. Incorporated Agile methodologies throughout consulting projects, increasing speed of project flow and ability to meet designated deadlines.

Additional Experience and Skills

- University of Georgia 40 Under 40 (2019)
- University of Georgia, Terry College of Business MIS Advisory Board, *Member*
- University of Georgia, College of Engineering Advisory Board, *Member*
- Dekalb County Schools Marketing Advisory Board, *Member*
- University of Georgia, Terry College of Business Young Alumni Board, *D&I Chair*

Daniel Santa Piedrahita, Data Visualization

Executive Summary

A highly skilled data analyst and project manager with extensive experience in developing interactive dashboards, automating processes, and managing complex datasets. He has worked with prominent companies like Meta, Microsoft, Pfizer, and Walt Disney, where he has consistently demonstrated his ability to improve efficiency and provide actionable insights through data analysis and visualization.

Education and Certifications

- Data Analysis and Visualization Boot Camp, University of Texas at Austin, January 2020-July 2020
- Bachelor of Business Administration, Economics Minor: Finance, University of Mary-Hardin Baylor, 2019

Professional Experience

KLSA

March 2024 – Present

Associate

- Developed and maintained interactive dashboards to present key insights for tribal, state, and federal agencies in the DISCC project.
- Automated manual tasks by integrating code into processes, improving efficiency and accuracy.
- Analyzed and managed complex datasets to track performance and ensure data reliability across the project.
- Created clear and impactful reports and data presentations to support decision-making.
- Streamlined data maintenance processes for tribal, state, and federal information, ensuring easy access and usability.

Meta

November 2023 – February 2024

Program Manager Analyst (SGS contractor)

- Managed multiple strategic investment projects, ensuring alignment with corporate growth objectives.
- Developed comprehensive Excel models and dashboards to analyze investment data, offering actionable insights for global stakeholders.
- Built and maintained KPI dashboards, enabling data visibility and tracking for global investment projects.
- Demonstrated a strong focus on execution and efficient project completion, consistently meeting deadlines in high-stakes environments.

Microsoft

October 2022 – November 2023

Project Manager Analyst (KForce contractor)

- Responsible for interpreting and presenting both business process and technical details to functional experts and developers in a way that is meaningful to each audience.
- Created and maintained the testing plan for the project following an iterative development methodology.
- Maintained and built relationships with cross-functional internal and external teams to understand user needs.
- Recommended changes in workflows and practices to maximize effectiveness and efficiencies for the work unit.

Pfizer

August 2022 – October 2022

Senior Business Analyst (Atlas contractor)

- Assisted the project manager through the development of both high-level and detailed application architecture to meet user requests and business needs.
- Ensured projects were identified, tracked, reported, and resolved for the 3rd quarter.
- Responsible for heavy usage of SQL to retrieve data for analysis, reports, table maintenance, updates, record removal and inquiries.
- Automated regulatory filing notifications for the international compliance team, producing significant time savings.

Walt Disney

March 2022 – July 2022

Business Forecast Analyst (InsightGlobal contractor)

- Responsible for strategic forecasts and analysis of performance and ad supply trends utilizing GAM, Adobe Analytics, YouTubeAnalytics, Hulu, and other 3rd party reporting tools.
- Automated key reports by converting them into dashboards, utilizing Snowflake and Tableau.
- Completed rip-and-replace of old processes encapsulating QA of data, methodologies, and reporting.
- Key shareholder in the Disney Entertainment and Distribution Cable Entertainment team with a focus on National Geographics Channel Networks and Freeform on digital streaming platforms.

Facebook

November 2021 – February 2022

Business Analyst (K2partnering contractor)

- Tracked, extrapolated, and interpreted customer data using Python, SQL, and Excel to report customer behaviors and statewide retention numbers.
- Worked with analysts to initiate a new modeling technique that identified operating improvements from internal data with SQL.
- Researched and prepared presentations for partners regarding profitability reports, internal operating inefficiencies, and industry trends.

Microsoft

November 2020 – October 2021

Data Analyst (eTeam contractor)

- Provided timely and accurate progress information to project status reports using Power-BI.
- Managed SQL Server databases through multiple product lifecycles.
- Created complex SQL Queries with multiple joins across several tables.

Apple Inc

September 2019 – November 2020

Data Analyst (APEX systems contractor)

- Configured reports from different data sources using data blending and provided support in Tableau for data visualization and reporting with software tools.
- Created best-practice reports based on data mining, analysis, and visualization.
- Evaluated organizational methods and information-model specification documents for data sets.
- Assessed internal systems and developed protocols for handling, processing, and cleaning data.

Additional Experience and Skills

Computer Skills: Advanced knowledge of Excel, YT Analytics, Adobe Analytics, Looker, GAM, Snowflake, and Tableau; Intermediate knowledge of Python, SQL, and Power-BI; Beginner knowledge of JavaScript, MongoDB

Hannah Lee, Organizational Change Management SME

Executive Summary

Community and impact-driven public sector consultant with 10+ years of experience.

Education and Certifications

- Master of Business Administration (Mba); Georgia Institute of Technology, Scheller College of Business, May 2017
- Bachelor of Arts Economics and Asian Studies, Cornell University, August 2011
- Six Sigma Green Belt

Professional Experience

K.L. Scott and Associates

April 2022-Present

Senior Manager

Oversees and directs large-scale client engagements that identify, design, and implement Digital Initiatives, such as IT Strategies. Plays a key role in the firm's Strategic Growth, Cross-Functional Operations, and Digital & IT Transformation Practice, supporting scalable growth as a leadership team member. Engages with all practice areas to foster cross-functional collaboration, staffing, Go-to-Market strategies, business development, client support, and services.

- Employs a results-oriented approach to partner with clients, advancing mission goals, operational frameworks, and technology transformation initiatives within civilian agencies.

Gartner

April 2022-2024

Associate Director

- For a U.S. State Executive Office – Led multi-million-dollar, multi-year, cross-agency data initiative, requiring orchestration across executive offices and multiple third-party vendors. Monitored governance and execution of consecutive phased rollouts of several iteratively developed products. Mitigated risks, guided on-time delivery of products, and supported reporting to State oversight board.
- For a U.S. State Agency – Developed Unemployment Insurance (UI) strategy for both tax and benefits with technological considerations following Covid-19 impacts. Provided oversight for release-to-market of UI benefits RFP, including functional and technical requirements development. Supported objective assessment of vendors to assist the State in selecting a final vendor.
- For a U.S. State Health and Human Services (HHS) Organization – Assessed critical system functionality to improve care delivery and management of compliance expectations; developed an enterprise framework to baseline modernization efforts; developed recommendations regarding enterprise analytics and integration capabilities.

Senior Consultant

October 2019-March 2022

- For a large Northeastern Municipal Agency – Provided program assurance and operational support for a Covid-19-driven, rapid-response initiative. Created agile processes to continuously deliver and improve services in a constantly evolving, multiple-Agency environment. Stood-up data management processes and tools and

developed corresponding analyses that identified high-impact areas for resource concentration.

- For a key U.S. Federal Financial Institution – Aided strategy, planning, and technology application through the creation of an enterprise roadmap, which integrated activity execution of siloed institutional entities and informed future direction and decision making. Researched external technology trends that would impact business units and created cross-entity recommendations report.
- For a City in the U.S. – Performed a risk assessment of ongoing technology implementation initiatives and was brought in as a corrective partner to provide multi-year oversight to implementation. Monitored project delivery and adherence of vendor to contract scope and milestones.

Consultant

July 2017-September 2019

- For a U.S. Southern State – Worked with executive office and stakeholders across more than ten key agencies to develop a state technology strategy centering on security, cost optimization and asset consolidation with alternatives analysis, migration plan and strategic roadmap. Strategy informed policy decisions regarding the technology direction of the State.
- For a Federal Canadian Organization – Conducted a current state public cloud adoption assessment and corresponding target state gap analysis. Developed an enterprise cloud strategy and roadmap aligned to organizational capabilities that would improve speed and agility in delivery.
- For a large City in Canada – Developed a digital operating model strategy, including corresponding organizational structure alignment, talent strategy, and culture change strategy.

Eugene Okwando, AI Policy and Security

Executive Summary

Cybersecurity expert with deep experience in securing cloud-based AI models, cloud security, enterprise cyber risk management, Incident Response & Disaster Recovery, NIST CSF, NIST 800-37, NIST 800-53, FEDRAMP, Assessment & Authorization (A&A), leading critical cybersecurity improvement initiatives, cybersecurity governance, and regulatory compliance.

Education and Certifications

- Program for Leadership Development (PLD), Harvard Business School (HBS)
- Cybersecurity Strategy, Georgetown University
- Master of Business Administration (MBA), University of Maryland Global Campus
- Bachelor of Science in Computer Science, Babcock University
- DoD Top Secret Clearance (TS)
- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Systems Security Certified Professional (SSCP)

- Project Management Professional (PMP)

Professional Experience

Praxtion Cyber Services

02/2023 - Present

Cybersecurity Architect/Managing Director

- Performs cyber risk assessments on DoD Artificial Intelligence (A.I) platforms and systems
- Perform risk analysis of the management, operational, and technical security requirements of deployed A.I models
- Provide recommendations and support remediation of identified security gaps
- Develops and delivers customized scenario based cybersecurity tabletop exercises
- Perform continuous monitoring and vulnerability management using Qualys & Nessus

Alvarez and Marsal (A&M)

10/2021 - 02/2023

Cybersecurity Practice Lead

- Led the cybersecurity strategy and implementation for a Major oil refinery client in the process of cloud migration. Working with various stakeholders to execute the cloud strategy, get buy in, manage risks and develop the 24-month roadmap.
- Led and performed cybersecurity assessments based on NIST CSF, documented issues identified, maintained Plan of Action and Milestones (POAM)
- Led and performed Tabletop Exercises (TTX), developed custom client scenarios, and performed Incident response plan updates.
- Managed cybersecurity risk program performed cyber audit, and compliance reviews.
- Performed cybersecurity maturity assessments and develop 24-month roadmaps, coordinated multiple cybersecurity projects designed to improve organizational
- Trusted advisor to clients in the process of a merger and acquisition, supported IT & cyber due diligence, led pre-merger cybersecurity risk assessments, supported cyber activities across the entire M&A lifecycle and supported post-merger transitional planning to ensure all data security interests are considered.
- Offer expertise in cybersecurity implementation strategies to senior business leaders who oversee critical projects in private and public sectors.

PriceWaterhouseCoopers (PWC)

04/2016 - 10/2021

Deputy Cybersecurity Practice Lead

- Led the Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA) delivery team responsible for standing up and managing the High Value Asset (HVA) program
- Led the Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA) delivery team responsible for standing up and managing the Trusted Interconnection (TIC 3.0) initiative.

- Supported the development of the DHS Security Architecture Review capability and led numerous Security Architecture Review (SAR) assessments of tier 1 government agencies.
- Drove the development of client engagement strategies to ensure all cybersecurity advisory services aligned with organizational quality standards and followed strict operational workflows.
- Coordinated the drafting and submission of proposals and organized appropriate methods to recompete on current engagements, contributing to an ongoing sales pipeline worth over \$75M.
- Acted as the Subject Matter Expert (SME) on cybersecurity topics, including incident response, risk management, cybersecurity architecture and engineering, and critical asset management issues.
- Led the cloud security strategy and implementation of the Microsoft Azure Department of Defense (DoD) cloud for the Joint Fighter F35 program.
- Provided enterprise cybersecurity architecture support, cybersecurity strategy, governance support, capability analysis, benchmarking, and cybersecurity capability maturity assessments to clients in national security and critical infrastructure industries.
- Provided senior leadership with cybersecurity and business advisory services related to maximizing cyber spend, resources, building native capabilities, and budgets. And supporting Chief Information Security Officers (CISO) in building road maps and standing up cybersecurity programs.
- Led over 33 internal teams of IT professionals, consultants, and client relations staff who provided high-end consulting and advisory services to clients in financial services, healthcare, and national security industries with complex critical assets.
- Oversaw the development and submission of cybersecurity project proposals and ensured RFPs adhered to organizational standards and aimed to achieve overarching business goals.

Michael Butcher, ED.D., M.P.A., AI SME

Executive Summary

Insight-driven, multi-faceted, creative professional working at the intersection of education and technology with a proven track record of successfully developing holistic, 360-degree operating strategies and organizational development roadmaps that enhance corporate efficiency, profitability, and effectiveness. Exceptional talent manager/cultivator; continually challenges and inspires team members to meet or exceed their professional objectives. Creates performance-based organizational cultures that attract and retain top talent. Experienced strategist, data analyst, and EdTech SME; leverages data and technology to identify trends, capitalize on improvement opportunities, and create success stories that differentiate the brand vis-a-vis the competition.

Education and Certifications

- Northern Arizona University, Doctor of Education in Educational Leadership
- Georgia State University, Graduate Certificate in Artificial Intelligence Business Innovation
- College of Charleston, Master of Public Administration
- Rochester Institute of Technology, Bachelor of Science in Information Technology, Minor in International Business

Professional Experience

The Center for Artificial Intelligence

2023-Present

President and Founder

- Directs the strategic growth of the Center, driving the development and implementation of custom AI solutions, training programs, and research initiatives.
- Leads thought leadership efforts by delivering keynotes and workshops to promote AI adoption.
- Provides consulting services, including infrastructure assessments, identification of AI integration opportunities, and creation of detailed implementation roadmaps

College of Coastal Georgia

2010-Present

Assistant Vice President for Student Affairs (2016-Present)

Dean of Students (2012-Present)

Provide leadership, oversight, and strategic direction for a team of 10 student affairs personnel as well as 60 part-time staff and student assistants; drive the delivery of integrated student services to enhance academic outcomes and enrich the learning experience. Manage all aspects of student services and programs, including: outreach, engagement, wellbeing, career services, and student support. Actively incorporate higher education best practices into the vision, strategy, and operating practices of the unit. Lead the team to implement strategic initiatives that expand student services and drive significant increases in student success and equity over the short- and long-term.

- Direct a range of mission-critical activities within the Student Affairs Unit, including: teambuilding, professional development, performance evaluations, strategic planning, and program evaluations.
- Oversee and supervise the unit's administrative and operational functions; conduct deep dives to identify gaps and capitalize on process improvement opportunities.
- Established new data analytics and reporting procedures to inform the strategic decision-making process.
- Manage and administer a \$2MM annual budget; ensure the optimal allocation and utilization of departmental resources.
- Contribute to institution-wide enrollment, retention, persistence, and completion efforts while ensuring alignment with college policies, organizational mission, and all State and Federal laws.
- Scaled first year student retention rates by 10% in one year and increased quarterly overall student retention by 1%.

- Provide oversight for the Office of Student Life and Student Campus Programming Board; supervise a Director of Student Engagement and 42 indirect reports to ensure all student programming continues to meet the current and emerging needs of students while delivering a highly differentiated student experience.

Title IX Coordinator (2014 to Present)

- Reporting directly to the President and University System of Georgia's System Director, manage and administer all aspects of Office of Title IX operations, including: compliance, education, and student outreach. Provide leadership and supervisory oversight for the Deputy Title IX Coordinator and 10 indirect reports; manage Title IX incidents and oversee the development of investigative reports as needed to maintain a strong compliance posture.

Adjunct Faculty Member (2010 to Present)

- Plan and provide integrated learning experiences for Bachelor and Associate Degree students that effectively balance theory with real-world application for the School of Business and Public Management as well as the School of Arts and Humanities.

Acting Vice President for Student Affairs (2014)

- Selected by the President to provide leadership and strategic direction to the Division of Student Affairs. Developed and administered a \$500K operating budget to supplement the \$2.5MM divisional budget. Managed \$660K in activity Fees.

Walden University

2010-Present

Contributing Methodologist and University Research Reviewer

Serve as Chair or Committee Member on multiple Dissertation and Doctoral Committees; instructed master and doctoral level courses, and provided research mentorship for doctoral students in an online environment. Enforced established university research standards to maintain the integrity of student research.

Concordia University

2015-2020

Instructor and Dissertation Committee Member

Served as key committee member for a number of Dissertation and Doctoral Committees in an online academic environment.

Additional Experience and Skills

Keynote and Featured Speaker Engagements

- "AI for HR: Practical Strategies for a Future-Ready Workforce" – Keynote Address – Georgia Council for Human Resources (GCHR) – September 2024 (upcoming)
- "Artificial Intelligence (AI) in Housing Management Systems" – Featured Speaker – StarRez Global Connect Annual Conference – July 2024 (upcoming)
- "AI at Work: Current Innovations and Career Transformations" – Keynote Address – Southern Association of Colleges and Employers' (SoACE) Employer Relations Conference – June 2024 (upcoming)

- “AI in Action: Practical Strategies for a Future-Ready Workforce” – Keynote Address – Georgia Association of Colleges and Employers Conference – May 2024

Selected Peer-Reviewed Presentations:

- “Artificial Intelligence (AI) in Higher Education” – Panel Member – StarRez Global Connect Annual Conference – July 2024 (upcoming)
- “Artificial Intelligence (AI) and Accessibility: Enhancing Support for Students with Disabilities” – National Association of Student Personnel Administrators (NASPA) Annual Virtual Conference – April 2024
- “Unlocking the Potential of Artificial Intelligence (AI): Innovations, Best Practices, and Future” – Pre-Conference Workshop – National Association of Student Personnel Administrators (NASPA) Annual Conference – March 2024
- “Artificial Intelligence (AI) and the Metaverse in Higher Education: Are We Ready?” – National Association of Student Personnel Administrators (NASPA) Annual Conference – April 2023
- “Artificial Intelligence (AI) and Higher Education: Are We Ready?” – National Association of Student Personnel Administrators (NASPA) Assistant Vice President Symposium – January 2023
- “Creating an Institutional Commitment and Culture on Retention, Progression, and Graduation” – National Association of Student Personnel Administrators (NASPA) Region III Symposium – June 2015
- “Integration of Programs and Services to Increase Retention, Progression, and Graduation” – National Symposium on Student Retention – November 2014

Selected Presentations

- “Artificial Intelligence (AI) and Student Affairs” – Georgia Southern University and Middle Georgia State University – 2024
- “Artificial Intelligence (AI) in Higher Education” Roundtable – College of Coastal Georgia – 2023
- “Artificial Intelligence (AI) and Ethics” Panel Member – College of Coastal Georgia – 2023
- “Artificial Intelligence (AI) and Student Affairs” – University System of Georgia Regents Advisory Committee for Dean of Students and University System of Georgia Regents Advisory Committee for Student Affairs – 2023
- “Artificial Intelligence (AI) and Business Innovations – North Cobb Rotary Club – 2023
- “Artificial Intelligence (AI) in Higher Education: Are We Ready?” – College of Coastal Georgia – Coastal Scholars – 2023
- “Organizational Management and Leadership in Student Affairs” – College of Coastal Georgia – Big Leadership Weekend – 2011, 2012, and 2013
- “Online Social Networks and Their Impact on Student Expectations of University-Provided Learning Technology” – College of Coastal Georgia – Coastal Scholars – 2011

Peer-Reviewed Publications:

- Butcher, M. (2014). Integration of Programs and Services to Increase Retention, Progression, and Graduation. National Symposium on Student Retention Conference Paper.
- Butcher, M., Taylor, F., & Wallace W. (2012). Developing Multiculturally Competent Staff Members in Higher Education. Journal of Student Affairs, (XXI), 40-48.
- Butcher, M., & Gibson, P. (2010). Online Social Networks and Their Impact on Student Expectations of University- Provided Learning Technology. International Journal of Educational Leadership Preparation, 5(3).

Book Chapters and Publications:

- Butcher, M. (2023). Virtual Reality and the Metaverse Boost Student Engagement. National Association of Student Personnel Administrators (NASPA) Leadership Exchange Magazine.
- Butcher, M., Bickel, S., Brandel, R., & Saltonstall, M. (2009). Student Affairs Assessment – Northern Arizona University. In M. J. Bresciani, M. M. Gardner, and J. Hickmott (Eds.), Case Studies for Implementing Assessment in Student Affairs. San Francisco: Jossey Bass.
- Butcher, M., Bickel, S., Brandel, R., & Saltonstall, M. (2009). Student Affairs Assessment – Northern Arizona University. In M. J. Bresciani, M. M. Gardner, and J. Hickmott (Eds.), Demonstrating Student Success: A Practical Guide to Outcomes-Based Assessment of Learning and Development in Student Affairs. Sterling: Stylus.

Alejandro Mainetto, AI SME

Executive Summary

Savvy technology, digital, and business technology executive with expertise in leading various digital and technology professional services functions, client business transformations, and organization turnarounds, specializing in AI solutions. Expert at leading and developing strategies, roadmaps, operating models, designing and implementing technology systems and programs, providing oversight of program and project delivery, driving alignment across regions and organizations, and designing, building, and implementing both software engineering and infrastructure programs, with a focus on AI and its applications.

Education and Certifications

- Master of Science, Management of Technology, New York University Polytechnic Institute, Brooklyn, NY
- Bachelor of Science, Mechanical Engineering, New York University Polytechnic Institute, Brooklyn, NY

Professional Experience

ScientOne

2020-Present

Managing Partner

Lead digital strategy and product innovation technology agency focused on developing cutting-edge AI and GenAI solutions for diverse sectors including Education, Public Sector, and Travel/Hospitality.

- Leading digital transformation initiatives that modernized IT and data systems for hundreds of state, territory, and tribal public sector agencies.
- Provided strategic advisory services to a federal agency establishing a national technology advisory center.
- Spearheading the development of a groundbreaking GenAI platform, integrating ML, NLP, and LLMs to transform customer service experiences.
- Led the digital transformation of a major public university educational system and its CorporateVentures Innovation portfolio.

Microsoft

2021-2023

Global Strategy and Innovation Digital Leader

- Led development, integrations and implementation of various technology systems and the transformation of customer global employee experiences across multiple industries.
- Worked with organizations and customers across the globe. Built and led the Global Digital Innovation organization including a nearshore UX and Development distributed team across Americas.
- Redefined and rebuilt the portfolio of technology solutions and services offered. Managed team of professionals distributed around the world.

Ernst & Young LLP

2017-2020

Partner, Digital

- Senior partner, business leader and advisor responsible for leading client relationships and delivery of all digital and technology initiatives including strategy, transformation, user experience, and technology consulting services within the Southeast and North LATAM regions. Co-led a consulting and digital engineering team of more than 200+ professionals across the Americas. Led digital product development for several public sector organizations such as Miami Dade County and the State of Florida.

SVP

2015-2017

Partner, Digital

- Senior partner responsible for leading client relationships, sales and technology delivery of digital strategy, digital transformation, digital consumer experience, technology consulting services and strategic value realization for clients across the Americas. Led technology teams of more than 150+ people across multiple accounts. Led development of innovation programs related to digital transformation for Procter and Gamble, Carnival Corporation and Laureate Universities. Led innovation organization focused on E-Commerce, Artificial Intelligence, and Internet of Things.

Additional Experience and Skills

- Database Management: SQL, Microsoft SQL Server, MySQL, MongoDB, DynamoDB, CosmosDB, SQL Server Reporting Services
- Cloud Computing: Microsoft Azure (Data Factory, Azure Functions, Databricks, Machine Learning Studio), AWS (Lambda, Serverless Architecture)
- Programming Languages: Python, C#, Java (JavaFX, Android Studio), JavaScript (TypeScript)
- Frontend Development: CSS, HTML, React, Socket.io, jQuery, Bootstrap, Ajax, Vue.js
- Backend Development: Python, PHP (Yii, Laravel, Symfony), Express, TypeORM, Web Services, APIs
- AI/ML: OpenAI, Llama, LangChain, Langgraph, Amazon Bedrock, Vector Databases, Chatbot Development
- Business Intelligence: Data analysis, data visualization, insights generation, strategic planning

Fedor Vasquez, AI Product Leader

Executive Summary

Repeated success in guiding business strategy with deep technical expertise in architecting complex cloud-based software solutions using existing and emerging web, mobile, and AI technologies. Achieved maximum operational impact with minimal resource expenditure. Proven talent for leading projects from planning to completion. Expert communicator and leader in multicultural environments; fluent in English, Spanish, and Portuguese. Skilled at forging solid relationships with strategic partners and building consensus across organizational levels. Focused on adding value to corporate goals and financial objectives by streamlining complex operational processes through the effective execution of technology projects.

Education and Certifications

- Bachelor of Science in Computer Science, Universidad Pilota de Columbia
- Microsoft Certified Professional (MCP)

Professional Experience

ScientOne

2019-Present

AI Chief Product Officer / Product Leader

Responsible for overseeing the company's entire product portfolio, ensuring it aligns with business goals and meets customer and client needs. I lead the product strategy, vision, and roadmap, working closely with cross-functional teams like engineering, design, marketing, and sales. Ensure products are innovative, competitive, and deliver exceptional customer experiences.

- Design and develop ELLI a custom Enterprise AI Chatbot integrated with WhatsApp to aid customers in hospitality and education and deliver exceptional customer service.
- Design solution for Post Call Analysis solution using LLM's

Accelared (Ventures Group)

2020-Present

Vice President Digital Product Design and Technology

Responsible for driving strategic product initiatives, working closely with the University leadership and stakeholders, and playing a key role in defining the enterprise-wide digital user experience roadmap that impacts more than 100K students.

- Designed and built a SaaS Marketplace for workforce learning for UMGC and Ventures group.
- Head of Product Design for the UMGC Ventures group, leading new product strategy.
- Managed the team responsible for the Student Portal Development and the UMGC.edu website implementation.
- Lead product design sessions using Design Thinking techniques with the university leaders to explore different solution alternatives for key operational challenges of the business.

Crystal Cruises

2019-2020

Director of Guest Digital Experience

Developed the strategy and vision for the new Digital Guest Experience Program, leading discovery efforts to understand relevant business needs and build consensus with key stakeholders to shape the program's priorities and roadmap.

- Created a development roadmap for a Mobile App focused on enhancing the onboard experience.
- Led technology exploration initiatives to improve the onboard experience, including Voice Recognition, IoT, and Facial Recognition.
- Managed vendor relationships across various projects within the program.
- Coordinated Design Thinking workshops with vendors to explore and develop innovative ideas.

Laureate International Universities

2017-2019

Executive Director of Product Technology

Oversaw the product technology team for the Global Operations division, with a mandate to reach 1 million students and 56,000 faculty members. Managed a multidisciplinary team to build a cloud solution for the global operations team, deploying mobile and web applications in collaboration with technology partners to develop next-generation Exclusive Membership Products for the Laureate Network.

- Enabled student collaboration, mobile access, and course registration and management for the OneCampus product, achieving 90% of the 2018 membership forecast.
- Facilitated worldwide access through Microsoft Office 365 integration for the 56,000 faculty members, increasing product engagement through continuous learning experience improvements.
- Supported the implementation of the Scaled Agile Framework methodology for the software development team and executive product managers.
- Served as the lead technology architect for a new \$45 million business initiative for Laureate Europe.

Additional Experience and Skills

- Technical Proficiencies: SDLC, Cloud Infrastructure planning and development, Google Cloud Platform, AWS, Apigee, Node JS, Next JS, React, Flutter, Dart, Python, C#.Net, C++, Java, ASP.Net, JSP, PHP, Web Services, RESTful API Services, AngularJS, JQuery, .Net, Google Datastore, SQL Server, Oracle, Informix, MySQL, Postgresql, Scaled Agile Framework, Agile software development, Object Oriented Software Engineering Methodologies.

Joaquin M. Marques, AI and Data Architect

Executive Summary

A hands-on Generative AI architect and data scientist who can communicate at all levels, from programmers to CXOs, having played those roles at one point or another, with a powerful business (finance), technical, and sales background. Experienced in managing data science and big data teams. Heavy math and physics background. Worked with Fortune 20 firms, midsize and startup organizations, in the US, Europe, and Latin America. Speaks/reads/writes English, Spanish, and Portuguese with college-level fluency. Led teams from 10 to 150 people, and \$100M+ projects. Equally adept at digital transformation via AI, establishing AI Centers of Excellence with AI governance and policies, specializes in making their complexities “manageable.”

Education and Certifications

- John Hopkins University, Data Science Specialization.
- University of Toronto, 16-week course ‘Neural Networks for Machine Learning’ with Geoffrey Hinton.
- The Ohio State University, Bachelor of Science of Electrical Engineering with many graduate-level courses.

Professional Experience

ScientOne

2016-Present

Senior AI Engineer

- Predictive/Prescriptive Analytics and Deep Learning using deep learning neural networks, machine learning, algorithms, feature engineering, multivariate statistical modeling, Bayesian inference, NLP, modeling, training, optimization, regularization, deployment to cloud, time series analysis, principal component analysis and predictive security analytics, image processing, adept and very successful at solving complex business/technical challenges, Agile, MLOps, CI/CD, identifying trends in crypto currency markets (blockchain), fraud detection.

C&A

2012-2016

Chief Data Scientist / Director of Consulting Services, Cloud Sales and Enterprise Architecture Oracle Latin America / Technology Sales Director DBaaS Campaign

- Created and implemented AI, Big Data, BI, SOA, and ECM Centers of Excellence for several clients

- Reported directly to VP of Sales. Created automated digital content tagging for Sales/Consulting groups.
- Designed and implemented an automated predictive/prescriptive analytics system for Oracle's Sales Group in R using AI and NLP, basket market analysis, classification, and recommender algorithms.
- Led digital transformation of sales and marketing groups of two large international corporations using predictive/prescriptive analytics and machine learning, from generating new sales leads to creating strategies for international sales campaigns, increasing sales revenue 3-fold, and cross-sales/up-sales by \$105M in one year.

CGI

2010-2012

Senior Data Scientist / Executive Management Consultant

- As Senior Data Scientist/Architect, led the redesign and implementation of sales processes and data integration
- projects at Daimler Financial in Detroit as part of a major overhaul of their systems.
- Designed Data Quality Center of Excellence and Best Practices for JP Morgan Chase
- Used Process Mining and ML to shorten integration of major new industrial software components at Novelis.

Additional Experience and Skills

- Artificial Intelligence (AI): Generative AI, chatGPT 3.5/4, AI Bias/Fairness, AI Interpretability, LLMs, AI Governance, AI Policy, Digital Transformation, Data Science, NLP, Neural Networks, Machine Learning, Deep Learning, Predictive/Prescriptive Analytics, Data Mining
- Coding Languages: SQL, R, Python
- Operations: Enterprise/App/Data Architecture/Strategy/Quality/Governance, Business Intelligence/Analytics, Data Lakes, Databricks, Kubernetes, DW, MDM, Security, Risk Management, Big Data, Spark, pyspark, HDFS
- Management: Team Management/Leadership, Mentorship
- Tools & Platforms: Databricks, Kubernetes, Spark, pyspark, HDFS
- Data Management: Data Lakes, DW (Data Warehousing), MDM (Master Data Management)
- Security & Risk: Security, Risk Management

3. References

3.1 Reference #1:

Data and Information Systems Consultation Center (DISCC)	
Customer/Agency	U.S. Department of Health and Human Services (HHS) - Administration for Children and Families (ACF) Office of Child Care (OCC)
Contract #	75ACF123F80039
Points of Contact	KeYanna Boone, Contract Officer, Keyanna.Boone@acf.hhs.gov

	Eva Hoffman, COR, Eva.Hoffman@acf.hhs.gov , 949-533-1702
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3.2 Reference #2:

Development of an Analysis Tool for Automatic Defect Detection During On-Orbit Additive Manufacturing Process	
Customer/Agency	U.S. Space Force
Contract #	FA864923P1242
Point of Contact	John-Francis Frias, HBN Innovation Officer john-francis.frias@us.af.mil 210-445-3661

3.3 Reference #3:

Software Platform for Printing Robust Alloy Parts	
Customer/Agency	National Aeronautics and Space Administration (NASA)
Contract #	80NSSC23M0021
Point of Contact	James Mavo james.p.mavo@nasa.gov

3.4 Reference #4:

AI Pilot Project	
Customer/Agency	SUMADI. a Laureate International Company
Contract #	N/A
Point of Contact	Raul Rivera, Former CEO 305-632-9624 rarivera@ets.org

4. Project-Related Experience and Qualifications

4.1 Reference #1:

Data and Information Systems Consultation Center (DISCC)
<p><u>Demonstrated Expertise and Experience:</u> HHS-ACF-OCC engaged with KLSA to establish a Data and Information Systems Consultation Center (DISCC) to provide technical assistance for all Child Care Lead Agencies across 50 States, 14 Territories, and 250+ Tribes.</p> <p><u>AI Technology Capabilities:</u></p> <ul style="list-style-type: none"> • AI Strategy & Implementation Support: Develop and ensure the organization's comprehensive AI strategies that align with their business goals and objectives. Implementation support may leverage technologies such as Machine Learning (ML), and Natural Language Processing (NLP). • AI Readiness Assessment: To determine the organization's readiness to adopt AI technologies and identify areas for improvement • AI Model & Governance: creating frameworks and guidelines to ensure that AI implementations are ethical, transparent, and compliant with regulations.

AI Technologies Implementation:

KLSA is early in the DISCC program establishment and technical assistance, however, to date we have rapidly been able to implement the following:

- Establish the program brand and integration in the Child Care TA Network through our depth in Child Care expertise and Technology thought leadership
 - DISCC facilitated a panel discussion with the ACF Office of Child Care and partner technical assistance centers on using AI to improve child care and service delivery. The discussion included emerging use cases on AI to maintain compliance and program integrity, and strategic priorities to scale AI in accordance with the HHS enterprise AI strategy.
- Develop an equity-based Technical Environmental Scan to assess technology departments and childcare business capabilities across States, Territories, and Tribes
- Identify and design a set of Child Care specific and technology-focused library of content that would serve as the foundation for Universal TA (self-service website)

Understanding of AI in the Public Sector:

KLSA understands Public Sector organizations view AI as a transformative technology that has the capability to help them achieve the purpose and goals of the organization. These Public Sector organizations are considering AI technologies to increase effectiveness and efficiencies across operations, improve the safety of the workforce, and deliver better experiences to citizens and organizations that depend on the public sector services.

As the mission and objectives of the public sector organizations can vary, the selection and adoption of AI use cases are influenced by community expectations of government organizations regarding compliance, ethical standards, regulations, and bias and respect for privacy.

4.2 Reference #2:

Development of an Analysis Tool for Automatic Defect Detection During On-Orbit Additive Manufacturing Process

Demonstrated Expertise and Experience:

In this project for the United States Space Force, our team is analyzing thermal and optical images using deep learning methods. This project encompasses AI technology development services, which are highlighted below.

AI Technology Capabilities:

- **Data Analysis:** Our team demonstrates expertise in data analytics, particularly in processing and analyzing thermal and optical images. This expertise is crucial for developing algorithms and models for image analysis.
- **Machine/Deep Learning:** Deep learning methods are a core component of the project, indicating a high-level of proficiency in advanced machine learning techniques. These capabilities are essential for creating accurate models for any material defect detection from images.
- **Software/Application Development:** Exhibited strong skills in software and application development. This expertise is being leveraged to create custom software solutions for image processing, analysis, and potentially for manufacturing quality metal parts.

AI Technologies Implementation:

During project execution, we provide exemplary program operation support by managing and optimizing program operations to ensure seamless execution. Our comprehensive approach

includes meticulous planning, resource allocation, and performance monitoring. We consistently meet performance metrics throughout the project, showcasing our commitment to excellence.

Understanding of AI in the Public Sector:

- **Compliance:**
 - Conduct regular audits to ensure compliance.
 - Report breaches or risks promptly and accurately.
- **Ethical Standards:**
 - Organizational Ethics: Promote integrity and accountability; provide ethics training for employees and subcontractors.
 - Conflict of Interest: Identify and disclose conflicts per FAR Subpart 9.5.
 - Whistleblower Protections: Encourage reporting of misconduct under Whistleblower Protection Act provisions.
 - Diversity: Engage with a diverse pool of people align with DoD diversity goals.
- **Regulations:**
 - FAR & DFARS: Ensure transparency and fairness in procurement processes.
 - ITAR: Control export of defense-related technologies and restrict foreign access.
 - Environmental Standards: Meet NEPA and other environmental requirements for space operations

4.3 Reference #3:

Software Platform for Printing Robust Alloy Parts

Demonstrated Expertise and Experience:

This is a Dual Technology Development project where we analyzed datasets provided by NASA, which will eventually be used to manufacture cheap and reliable rocket engines. We are using deep learning methods to analyze optical images. Under this contract, we offer consultancy and a range of AI technology development services.

AI Technology Capabilities:

- **Data Analytics Services:** In this project, we showcased solid capabilities in data analytics. This skill set is pivotal in processing and deriving valuable insights from NASA datasets. The ability to extract meaningful information from complex data is crucial for the project's success.
- **Machine/Deep Learning Services:** We utilized various deep learning methods for image analysis, including convolutional neural networks for image analysis and generative machine learning for synthetic data generation, indicating a high level of proficiency in cutting-edge machine learning techniques. These methods are essential for extracting patterns and trends from the datasets, which could inform the development of cost-effective and reliable rocket engines.
- **Web Application:** We incorporated several models in the CLADMA module of MatVerse web-based platform. The CLADMA module is being tested by NASA engineers and will potentially be used in their process framework.
- **Research, Applied Analytics, and Statistics (RAAS):** In this project, our approach heavily relies on RAAS for effective data analysis and decision-making. Leveraging our expertise in RAAS, we are implementing a data-driven approach. Our statistical methods and analytical techniques ensure the precise processing and interpretation of complex data. The insights generated from our RAAS-driven analysis are instrumental in developing this project.

AI Technologies Implementation:

Exhibited exceptional expertise in effectively managing and optimizing program operations, guaranteeing successful project outcomes. Our comprehensive approach includes careful

planning, resource allocation, and performance monitoring. We maintained consistent performance metrics throughout the project, demonstrating our unwavering commitment to excellence.

Understanding of AI in the Public Sector:

- **Regulatory Compliance:** Follow NASA FAR Supplement, ITAR/EAR export laws, NEPA environmental policies, and cybersecurity standards like NIST 800-171.
- **Ethical Standards:** Uphold NASA's values of integrity, avoid conflicts of interest, promote diversity, and protect whistleblowers.
- **Audits and Risk Management:** Conduct regular compliance checks and proactively manage risks.

4.4 Reference #4:

AI Pilot Project

Demonstrated Expertise and Experience:

Managed a project where we conducted an AI Pilot with SUMADI and the former CEO, Raul Rivera, for the use of an AI Virtual Assistant to help answer any questions that their existing and prospective customers had related to their proctoring software platform.

Capabilities in Relation to AI Technologies

- **Project Management:** Project managed the AI Pilot for 90 days, defined the pilot objectives, success criteria and managed the progress and metrics for the pilot.
- **AI Solution UX Customization:** Customized lightly the AI Virtual Assistant product to develop training data, training the product model, mapping and defining the integration system and defining the UX for the communication client to be used as part of the pilot
- **Web Development:** Developed a light communication interface and applet to be used with its website so customers can interact with the virtual assistant
- **Integration of Internal System and AI Product:** Integrated internal CRM APIs with Virtual Assistant so assistant knew and understood clients
- **AI Pilot Support:** Supported the metrics, reporting and weekly presentations for client.

AI Technologies Implementation:

- For the AI Virtual Assistant, we implemented a virtual assistant the consisted of an AI Retrieval Augmentation Framework (RAG) with Natural Language Processing capabilities, advanced analytics and reporting on the backend and using Machine Learning and technologies such as Python to train and improve the product model and knowledge base. This was integrated with an agnostic front end presentation layer (able to integrate with multiple communication platforms such as a Website, WhatsApp, Messenger, SMS, etc.)

Understanding of AI

- **Natural Language Processing:** Natural Language Processing (NLP) is a crucial component of virtual assistants, enabling them to understand and respond to human language. NLP understands user input whether it's speech recognition - NLP algorithms convert spoken language into text, allowing the assistant to understand voice commands, Text Analysis - NLP techniques analyze the text to identify keywords, entities, and the intent behind the user's request, Sentiment Analysis - NLP can also detect the user's emotional state, allowing the assistant to respond in a more empathetic and appropriate manner. We used NLP in the Virtual Assistant so the product can understand speech, text and image recognition augmentation as well.

- **Retrieval Augmented Generation (RAG):** A powerful technique used in AI to enhance the capabilities of large language models (LLMs). RAG addresses a key limitation of LLMs which is their reliance on the data they were trained on, which can be outdated or incomplete. RAG allows LLMs to access and utilize external knowledge sources, leading to more accurate, informative, and up-to-date responses. The Virtual Assistant used RAG techniques as its core way of processing the query, retrieving an answer, augmenting the prompt and feeding it into the LLM, allowing the LLM responses to be more factual and up to date, incorporating external system knowledge, reducing hallucinations and increasing trust in the answer it generated.
- **Agentic AI:** The virtual assistant was able to move beyond passive response and into proactive action. Instead of just answering questions or following instructions, the agentic AI was able to independently set goals, make decisions, and take actions to achieve those goals. This made the virtual assistant into something more like a collaborative partner. The virtual assistant knew information about the clients so therefore it could anticipate a need and help problem-solve in a much more accurate way the customer query or problem. It also provided a more personalized experience and was adaptable to the user needs and it had continuous learning and improvement.

4.5 Case Study

Texas A&M

Our esteemed staff member, Dr. Michael Butcher was recently invited by Texas A&M University in College Station, TX, to speak on “Maximizing Artificial Intelligence” to an audience of 250 employees for their staff development program. This was followed by a breakout session featuring a Q&A roundtable discussion focusing on practical applications including proper use of AI platforms, effective prompt engineering, case studies, AI concerns, and strategies for developing an AI-driven mindset. The outcomes included enhanced knowledge and use of AI tools and actionable strategies for AI adoption.

5. Technical Proposal

5.1 Executive Summary



Founded in 2013, KLSA is an SBA-certified 8(a) information technology and management consulting firm whose mission is to support government leaders in building and protecting communities of our nation. KLSA has worked with over 50 local, state, and federal government agencies including recent and ongoing project engagements specific to technical assistance, data analysis, equity, and social justice provides contextual awareness and understanding of the objectives for the agency mission and program goals KLSA is uniquely qualified with a deep understanding of the interconnectivity of local, state and federal government agencies, public policy, and data science that inform decisions and impact communities. Our firm of approximately 35 consultants supports government agencies to deliver positive outcomes for all communities through our consulting practices – Health & Human Services, Digital Transformation, Organizational Strategy, through our services in Data Management & Analytics, Research & Product Innovation, and Technical Assistance.

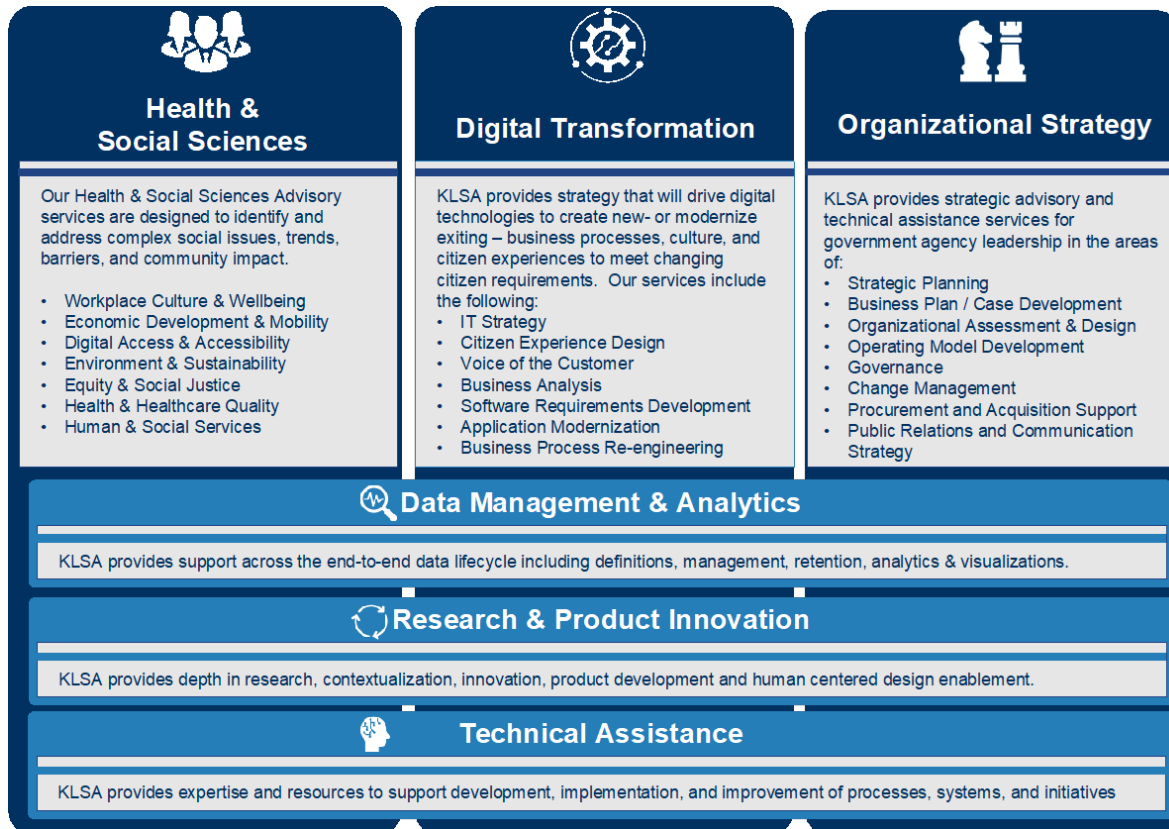


Figure 1: KLSA Practice Areas

5.2 Approach and Methodology

APEX Model

KLSA's expertise in guiding government agencies through complex challenges is further strengthened by our proprietary APEX™ Strategic Advisory Model, which we developed to support strategic future planning. By leveraging APEX™, we help organizations assess, plan, and execute initiatives that drive meaningful outcomes and foster continuous improvement, aligning seamlessly with our core practice areas in Health & Social Sciences, Digital Transformation, and Organizational Strategy.

The model is a comprehensive framework designed to support government leaders in strategic future planning. APEX™ offers a holistic structure to conduct assessments, develop strategic direction, and execute their plans effectively. This model enhances decision-making, identifies potential challenges, and align resources to drive meaningful outcomes and transformation.



Figure 2: KLSA Proprietary APEX Strategic Advisory Model

This framework is our solution to helping clients think strategically about change, plan for change, implement change, and engage in continuous improvement. The cycle consists of three phases: Assess, Plan, and Execute. This cyclical process begins with the Assess phase, which informs the Plan phase, leading into the Execute phase, where change is implemented. The cycle returns to the Assess phase, incorporating lessons learned from the Execute phase as a feedback mechanism to create, inform, and sustain continuous improvement. This process will help us guide organizations through the successful execution of AI solutions or services.

High-level plan

AI Strategy Development

Our approach to AI strategy is tailored to public entities, ensuring alignment with broader business, IT, and analytics strategies. We define AI goals, core value opportunities, and priority use cases, reinforced by strong change management and our APEX model will enable continuous alignment with market changes and organization objectives. Our project team defines clear milestones and designs a feedback loop to allow adaptive strategies that integrate with complementary plans, ensuring impactful and sustainable AI adoption.

KLSA provides access to a network of industry experts, academic researchers, and AI thought leaders who can share their insights and perspectives on the state of the field and where it's heading through thought-provoking articles, white papers, and research reports that synthesize the latest findings and trends in AI.

Feasibility Study and Use Case Identification

KLSA evaluates an organization's AI readiness by analyzing current infrastructure, data quality, and technology stack. Through stakeholder engagement, we assess AI literacy, identify skill gaps, and review data governance to ensure integrity, security, and compliance. These elements help align the deliverables and vision with the

implementation of AI tools. We gather feedback from clients to assess change readiness, risk management, improvements in data quality, training, governance, and alignment with business objectives. The insights and results gathered are defined in a roadmap to elevate AI readiness.

Ethical AI Requirements

Addressing ethical concerns related to AI, such as bias, fairness, and transparency, is a cornerstone of our approach. We are dedicated to ensuring our AI solutions are unbiased and trustworthy. KLSA prioritizes ethical AI by addressing fairness, transparency, and bias prevention. We utilize diverse datasets and conduct regular audits to maintain equity and inclusivity in AI models. By implementing transparency in data usage and decision-making processes, and engaging ethical review boards, we align AI development with ethical standards.

AI Solution Design and Roadmap

KLSA evaluates an organization's AI readiness by analyzing current infrastructure, data quality, and technology stack. Through stakeholder engagement, we assess AI literacy, identify skill gaps, and review data governance to ensure integrity, security, and compliance. We assess change readiness, leadership support, and risk management, identifying improvements in data quality, training, governance, and alignment with business objectives. This results in a roadmap to elevate AI readiness.

Pilot Testing and Implementation Support

To implement pilot AI solutions, we start by setting clear goals and creating a detailed plan. We then use an agile approach to implement and monitor the pilot, gathering feedback and analyzing data to assess success. Based on the results, we refine the solution and plan for full-scale deployment, ensuring seamless integration with existing systems. Finally, we provide training and support, monitor performance, and continuously improve the AI solution based on user feedback.

Training, Adoption, and Capacity Building

KLSA offers robust infrastructure and technology recommendations for AI, including data center options, data management, software stack, and monitoring tools. We recommend high-performance cloud or hybrid systems, scalable storage solutions, and efficient AI development frameworks. Integration is achieved through comprehensive assessments, API compatibility, and scalability planning, ensuring AI solutions seamlessly align with existing IT environments. We establish knowledge transfer plans with stakeholders at kick-off meetings to build comprehensive adoption plans and capacity considerations at project start.

Data Strategy and Management

We prioritize data quality and consistency through rigorous preparation steps, including sourcing, cleaning, and transforming data to eliminate errors and maintain relevance. Our proven frameworks emphasize standardization and validation processes to ensure data readiness for AI implementation. This approach will support effective model training and accuracy.

Project Management and Reporting

Our project leadership manages internal communication with our team and externally with client stakeholders to ensure these pathways are clear and well-communicated. We have

an efficient escalation process and internal quality assurance (QA) team to provide consistent quality reviews of all deliverables and materials. KLSA will define escalation pathways for addressing issues or conflicts that cannot be resolved at the project team level.

Our proactive risk management process allows KLSA to identify, analyze, resolve, report, and promptly escalate issues. To facilitate issue management, we will initially confirm roles and responsibilities; standard requirements, tools and templates for documenting issues, prioritization and escalation processes; and communication procedures to address any lack of face-to-face availability.

5.2.1 AI Strategy Development

Our approach to AI strategy development is specifically designed for public entities, ensuring alignment with broader business, IT, and analytics strategies. By defining clear AI goals, identifying core value opportunities, and prioritizing use cases, we foster strong change management and sustainable adoption.

a. Collaborate closely with individual departments to identify specific AI use cases and associated challenges, such as improving response times in public safety or reducing procurement costs, to develop tailored solutions that align with departmental needs.

We begin by engaging with individuals and departments to understand their unique operational needs and challenges. These insights help the KLSA team tailor the AI strategy to align with departmental objectives while contributing to the organization's overarching goals. This targeted approach ensures AI solutions are not only innovative but also directly applicable to the real-world needs of each department. This is done through the realization of strategic AI goals within the organizational strategy and identifying interdependencies and opportunities for synergy with IT, Data and Analytics (D&A), and business strategy. The graphic below depicts the high-level factors considered in the development of an AI Strategy.

The AI Strategy in Context

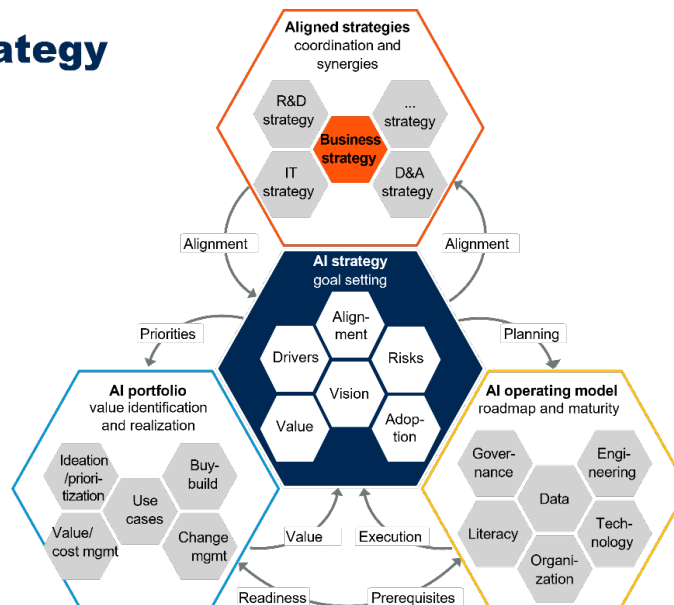


Figure 3: Main Components of an AI Strategy in Context

b. Conduct a comprehensive needs assessment to understand the organization's goals, existing processes, challenges, and value to be added to the organization by leveraging AI.

KLSA will address the foundational components essential for AI readiness, including data governance, organizational readiness, technology set, and data literacy. By evaluating these elements, we help entities prepare their infrastructure, foundation, and workforce for successful AI implementation. A comprehensive assessment includes evaluating the organization's goals to understand the broader mission and objectives and ensure AI initiatives align with the strategic vision.

KLSA reviews current processes and challenges to identify inefficiencies, pain points, and gaps addressable by AI, and the readiness of the organization's infrastructure, technology capabilities, and workforce preparedness for adoption. Building a detailed needs assessment provides a clear understanding of where the organization stands and what is required to prepare for AI implementation and continuous alignment with advancements, laws, and objectives.

c. Develop a long-term AI strategy aligned with the organization's strategic plan and 5-year vision.

KLSA will use the findings from the needs assessment and collaborate with the organization to set milestones, deliverables, and goals. Large-scale surveys and focus groups are designed for entities that may require the involvement or insight of many stakeholders or groups. Building on the findings of the needs assessment, we work closely with the client to design a comprehensive AI strategy that includes:

- **Vision and Goal Setting:** Defining a long-term vision that integrates key drivers, anticipated risks, and adoption plans. This ensures alignment with the organization's strategic plan and five-year vision.
- **Prioritization of Use Cases:** Identifying and ranking opportunities based on their potential impact, feasibility, and alignment with organizational goals.
- **Integration with Complementary Strategies:** Determining whether to develop AI solutions in-house or acquire existing technologies to optimize efficiency and cost-effectiveness. Ensuring alignment with related strategies in IT, data, analytics, and research to create a cohesive and comprehensive approach.

The long-term strategy includes a detailed roadmap outlining actionable steps, clear milestones, and measurable outcomes for the next five years or as required. This roadmap serves as a guiding framework, providing public entities with the direction needed to navigate the ever-changing AI landscape. By continuously iterating, KLSA ensures that it evolves with advancements in AI, regulatory changes, and shifting organizational priorities. This approach guarantees that the AI initiatives remain impactful, relevant, and a driving force for long-term innovation and competitive advantage.

5.2.2 Feasibility Study and Use Case Identification

a. Identify potential AI use cases, analyze their feasibility, and assess value.

To ensure seamless integration of AI solutions within existing IT systems, we assess the current state of readiness to ensure that AI solutions are compatible, secure, and work within the existing environment. KLSA will perform thorough assessments as we evaluate all aspects of the hardware, software, data, network, and workflows. A key piece of this

planning for technology compatibility is to apply Application Programming Interface's (APIs) that will handle various data formats and integrate with legacy systems.

KLSA will build and optimize data pipelines to increase scalability and performance. A data pipeline of roles, feeds, security, and provenance enhances performance and accounts for the scalability of additional or modified models. The test and validate activities are iterative and take place throughout the data lifecycle. Our AI staff regularly conducts rigorous testing, involving the customer team in user acceptance testing. After validation, penetration testing is performed to ensure a secure, operational system.

b. Document compliance requirements (external and internal).

We thoroughly document all compliance requirements, addressing both external regulations and internal policies. This includes evaluating legal and regulatory frameworks such as GDPR, HIPAA, or FISMA, as applicable, to ensure data privacy, security, and ethical AI use. Internally, we assess organizational policies, IT governance frameworks, and operational standards to ensure AI solutions align with established practices. This dual-layered approach guarantees full adherence to all compliance requirements.

c. Provide detailed pros, cons, and risk-benefit analysis for each use case.

To create a detailed pros, cons, and risk-benefit analysis for each use case, KLSA will begin by identifying the tangible benefits of each use case, such as increased efficiency, cost savings, enhanced decision-making capabilities, or improved customer experiences. These benefits are then contextualized within the organization's goals, highlighting how the use case aligns with strategic priorities.

As this is taking place, our team will address potential challenges, such as data quality issues, technical complexity, or the need for organizational change management. For each challenge, we provide mitigation strategies, ensuring that risks are understood and manageable. This analysis is presented as a balanced narrative that explores both the opportunities and trade-offs, enabling stakeholders to weigh the operational value of the use case against its challenges. By offering a clear and holistic view, we ensure organizations can make well-informed decisions that maximize the return on their AI investments.

d. Ensure feasibility study includes considerations related to data strategy, including data quality, governance, and integration readiness.

KLSA will evaluate data quality to identify gaps and recommend preprocessing techniques. If no governance structure exists, the KLSA team will assess the data and work with the client to build a secure governance structure and classify topics. This evaluation ensures data stewardship, and data compliance by assessing integration readiness to determine compatibility with existing systems to design a solid data foundation positioned for successful implementation.

e. Prioritize use cases based on impact and ease of deployment.

High-impact, low-complexity use cases are prioritized to ensure efficient solutions and processes that demonstrate value and build momentum for AI adoption. This prioritization framework enables organizations to focus resources on initiatives that deliver the greatest return on investment while minimizing disruption. We recommend the following activities:

- **Impact Assessment:** Evaluate the potential benefits of each use case, such as improved operational efficiency, cost reductions, enhanced customer experiences, or alignment with strategic objectives. Assess how the use case contributes to the organization's long-term goals, such as modernization, innovation, or scalability.
- **Deployment Feasibility:** Analyze factors like data availability, system readiness, technical complexity, and workforce readiness. Evaluate timelines and resource requirements to determine ease of implementation to include training or upskilling.
- **Scoring and Ranking:** Use a scoring model to assign weighted scores to impact and feasibility criteria. Rank use cases based on their combined scores, prioritizing those with high impact and low complexity.
- **Strategic Alignment:** Ensure prioritized use cases align with organizational priorities, such as regulatory compliance or customer-facing improvements. Factor in external drivers, such as market trends or evolving industry standards, to future-proof investments.

5.2.3 AI Solution Design and Roadmap

a. Research and document various External Compliance (e.g. Freedom of Information Act, grant requirements, and the various local, state, and federal regulations), and Internal Compliance (e.g. designing technical, administrative, policy controls, among others, for the safe use of AI).

Our approach to compliance research and documentation ensures AI solutions meet all applicable external and internal standards. For external compliance, we conduct a thorough review of regulations such as the Freedom of Information Act (FOIA), grant-specific requirements, and relevant local, state, and federal laws. This involves identifying jurisdictional variations, privacy mandates, and industry-specific guidelines that impact AI adoption and operations. The KLSA team maps regulatory requirements to AI use cases, ensuring solutions are legally compliant and socially responsible. For internal compliance, we collaborate with stakeholders to design and document controls that promote the safe and ethical use of AI. These controls include:

- **Technical controls:** Safeguards such as data encryption, model explainability, and bias mitigation strategies.
- **Administrative controls:** Governance frameworks, training programs, and user access policies to ensure proper oversight.
- **Policy controls:** Internal policies addressing AI ethics, accountability, and alignment with organizational values.

b. Design appropriate AI models, frameworks, or tools for selected use cases.

Designing AI models, frameworks, or tools tailored to selected use cases is essential for ensuring that AI initiatives effectively address organizational needs while maximizing impact and efficiency. Our approach follows a structured process that aligns the capabilities of AI with the objectives and constraints of each use case. Key steps of building a fair model are model selection and customization, framework design, tool development, and ethics and transparency.

1. Model Selection and Customization:

We start by identifying the most suitable AI model types for each use case, whether machine learning, deep learning, natural language processing, or other AI methodologies. Models are selected based on the nature of the data, problem complexity, and desired outcomes.

2. Framework Design:

These frameworks incorporate modular components that enable easy adjustments and upgrades as organizational needs evolve.

We emphasize interoperability, ensuring that the chosen frameworks can integrate seamlessly with existing IT infrastructure, databases, and other systems. Each tailored framework is designed to be continuously evaluated.

3. Tool Development:

For selected use cases, we may also develop specialized AI tools to facilitate the end-to-end workflow, from data preprocessing and model training to deployment and monitoring. These tools are designed with user-friendliness in mind, enabling non-technical staff to interact with AI systems effectively.

4. Ethics and Transparency:

All AI models, frameworks, and tools are designed with ethical considerations in mind. This includes implementing explainability mechanisms to ensure transparency in model decision-making, embedding bias detection and mitigation strategies, and aligning with organizational values and regulations to ensure ethical AI use.

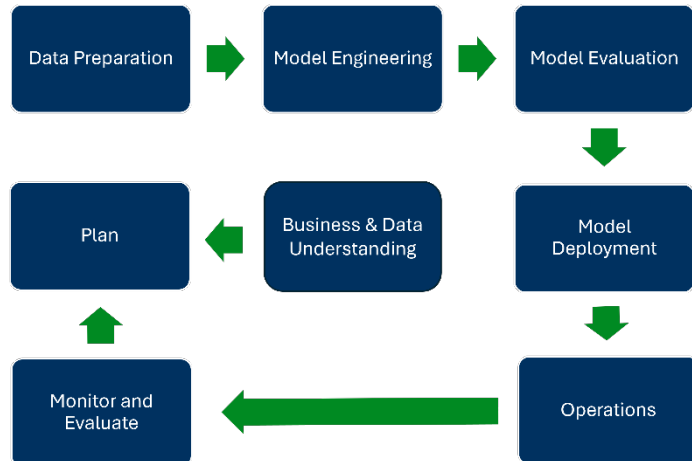


Figure 4: Steps to train the model for fairness and continuous evaluation

c. Provide a comprehensive roadmap, including governance, project timelines, milestones, resource requirements, and key performance indicators (KPIs).

The first step to building a comprehensive roadmap begins with a robust governance structure, clearly defining roles, responsibilities, and decision-making authority. The KLSA Program Manager ensures project timelines are carefully crafted, with realistic deadlines for each stage of the project, from initial planning to full deployment and post-launch monitoring. Our PM works with our advisory team and the client to define key milestones and establish KPI's to mark critical achievements, such as successful model training, system integration, and first-phase deployment. This approach ensures the project is executed with measurable outcomes in alignment with overarching objectives.

d. Provide a comprehensive cost analysis for each proposed AI solution, including but not limited to anticipated development costs, cloud/compute costs, required licensing/subscriptions, cloud storage/backup, etc.

As the market has been flooded with AI tools and solutions, each product is thoroughly analyzed for security, applicability, and the cost associated with the implementation, maintenance, linkage, or deployment. Costs are documented as part of the larger analysis and discussed with the client to not only choose the best option, but the most affordable

to meet budget and financial goals. Costs are documented in an XLS during the assessment phase. More detailed information about cost and budget information can be found below in the *Management section, 5.3.3 Budget and Cost Estimate*.

e. Ensure AI solutions align with ethical guidelines and public sector regulations, including data privacy laws such as GDPR (if applicable), and customer's internal data loss protection policies.

We prioritize aligning AI solutions with both ethical guidelines and relevant public sector regulations. This includes adhering to data privacy laws, such as GDPR (if applicable), and ensuring compliance with the customer's internal data protection policies. We use ethical design, regulatory compliance, and data protection to ensure our solutions are not only effective but also ethically responsible and compliant.

5.2.4 Pilot Testing and Implementation Support

a. Guide the organization through the implementation of pilot AI solutions.

To manage and implement pilot projects for AI solutions, the pilot should take no more than 90 days and follow the following steps:

- **Define Objectives and Scope:** Establish clear goals, a limited and focused scope, and measurable success pilot metrics.
- **Planning and Design:** Create a detailed plan, select representative data, choose the right technology, and assess potential risks.
- **Implementation:** Utilize an agile approach, maintain open communication, monitor data, and document everything.
- **Evaluation and Analysis:** Analyze pilot data, gather feedback from customer, assess success against metrics, and prepare a comprehensive report. Final decision whether to build the solution.

b. Work with stakeholders to evaluate the pilot projects, troubleshoot issues, and refining solutions as needed.

Transitioning a successful AI pilot project to a full-scale deployment requires careful planning and execution. This process begins with the analysis, evaluation, and refinement of the implementation plan, allowing our team to plan for full-scale deployment with planned variables. Our team has supported many pilot testing programs as they produce valuable long-term outcomes.

We will analyze the pilot project results in detail, including performance metrics, user feedback, and any challenges encountered. Based on the analysis, identify areas where the AI solution can be improved in terms of accuracy, efficiency, scalability, or user experience. We then can make the necessary refinements to the AI solution and infrastructure based on the identified areas for improvement.

During this period, KLSA will define the scope and objectives of the full-scale deployment, including target users, data sources, and expected outcomes. We may need to rebuild or rewrite significant parts of the solution for custom requirements and create a deployment plan that outlines timelines, resources, responsibilities, and key milestones. The infrastructure (hardware, software, and networking) will be scaled to accommodate the increased data volume and user demand expected for the full-scale deployment. These planning activities determine the scope of integrating the AI solution with existing IT systems and databases, ensuring seamless data flow and interoperability.

c. Offer post-implementation support for system integration and scaling AI solutions across the organization.

KLSA utilizes a phased rollout approach to gradually introduce the AI solution to different user groups or departments, allowing for controlled monitoring and feedback. Training is offered to support end-users and ensure they understand how to use the AI solution effectively. Support may involve train-the-trainer, user guides or how-to videos, and online or instructor-led training. KLSA implements various mechanisms for collecting feedback from users and stakeholders to identify areas for ongoing improvement. We continuously monitor the performance of the AI solution in the production environment, tracking key metrics and identifying any issues that arise.

5.2.5 Training, Adoption, and Capacity Building

Our AI training and education programs empower staff to adopt, use, and manage AI solutions by combining practical skills with ethical and operational considerations. Our programs are grounded in adult learning principles, and we offer a train-the-trainer approach, ensuring that participants can confidently transfer knowledge to others in their organization.

a. Provide training sessions and materials for staff on AI tools and best practices, to ensure effective and efficient use of AI.

We deliver tailored training sessions focused on building proficiency in AI tools and their application to organizational objectives. Training includes hands-on practice with real-world datasets, interactive sessions on ethical AI use, and access to comprehensive resources, such as toolkits and guides. Participants gain actionable insights into AI best practices to enhance operational efficiency and decision-making.

Our curriculum covers a comprehensive set of topics tailored to the needs of staff at different levels, from foundational to advanced AI concepts:

- **Introduction to AI Concepts and Ethics:** Staff learn the basics of AI, including machine learning fundamentals, ethical considerations, and bias mitigation strategies.
- **Data Management and Preparation:** We provide instruction on data handling best practices, data cleaning, and preprocessing techniques to ensure AI model accuracy and reliability.
- **Model Training and Evaluation:** Participants gain hands-on experience in training and evaluating AI models, including an overview of model selection and tuning methods.
- **AI Solution Implementation and Monitoring:** Training includes the full deployment cycle—model testing, deployment, and ongoing monitoring to ensure consistent performance.
- **AI in Decision-Making and Interpretation of Results:** We offer guidance on how to interpret AI outputs in the context of organizational goals, ensuring staff can apply insights responsibly and strategically.

b. Facilitate workshops to build internal AI capabilities and foster a culture of innovation.

Our workshops emphasize both technical and strategic aspects of AI adoption. Participants engage in collaborative ideation to identify use cases, address challenges,

and explore innovative solutions. Role-specific training prepares staff to implement AI effectively within their workflows, while leadership teams focus on strategic alignment and managing AI-driven organizational change.

c. Develop a knowledge transfer plan to ensure the organization can maintain and update AI systems independently.

We create a robust knowledge transfer plan to enable self-sufficiency. This includes system documentation, a train-the-trainer program to sustain internal expertise, and training on system maintenance and scalability. Our approach ensures staff can monitor, update, and expand AI systems as needed, reducing dependency on external support. By integrating tailored training, collaborative workshops, and a structured knowledge transfer plan, we enable organizations to confidently adopt AI while fostering a culture of innovation and continuous learning.

5.3 Management Approach

KLSA has an extensive roster of past performance for large programs supporting agencies like the U.S. Department of Education, U.S. Department of Health and Human Services, U.S. Department of Agriculture, and many other state and local customers. We have partnered with Scient One, Praxtion and, Futuryst to offer a holistic and comprehensive solution. We are confident in our ability to provide AI consultancy services to include, but not limited to, the following deliverables:

- 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.

5.3.1 Data Security and Privacy Compliance

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

KLSA is proud to offer our AI Consulting Services to any of the listed Texas service area designations and participating agencies and entities outside of Texas. We have led engagements in Texas, Indiana, North Carolina, Oklahoma, Florida, Georgia, Virginia, North Dakota, Idaho, Utah, and Maryland. Our experienced staff brings a wealth of knowledge and expertise, ensuring that each project is tailored to meet the unique needs of our clients. We are committed to delivering innovative solutions while maintaining the highest data privacy and security compliance standards. This includes adherence to all applicable federal, state, and local data privacy laws, such as the Texas Data Privacy and Security Act (TDPSA), the Virginia Consumer Data Protection Act (VCDPA), and other relevant regulations in the states we serve.

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

KLSA will provide proper documentation for adherences to any local, state, federal, or global data laws applicable. All data strategies and adoption plans include regulatory compliance and risk management plans for processing, handling, use, and storage of data.

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

To safeguard sensitive and personal information during data processing, We will implement robust security measures that adhere to industry standards and regulatory requirements. Key measures include:

- **Data Encryption:** Employ end-to-end encryption for data in transit and at rest to prevent unauthorized access.
- **Access Controls:** Use role-based access control (RBAC) to limit data access to authorized personnel only, ensuring the principle of least privilege.
- **Anonymization:** Remove or mask personally identifiable information (PII) from datasets when full identification is unnecessary, minimizing risks in case of data breaches.
- **Secure Infrastructure:** Deploy secure cloud or on-premises environments with regular patching, firewalls, and intrusion detection systems to protect against cyber threats.
- **Audit Trails:** Maintain detailed logs of data processing activities to monitor access and changes, facilitating accountability and incident response.
- **Compliance and Testing:** Conduct regular security audits, penetration testing, and vulnerability assessments to ensure compliance with standards like NIST or GDPR.

5.3.2 Project Management and Reporting

Effective project management and reporting rely on regular communication and a structured flow of information, enabling the timely completion of deliverables while proactively addressing risks and ensuring transparency. KLSA employs its Project Management Office (PMO) and the APEX™ Strategic Advisory Model to facilitate seamless collaboration, ensure alignment with objectives, and drive project success. The PMO serves as the central hub for planning, coordinating, and monitoring project activities, enabling efficient communication across stakeholders and fostering a proactive approach to handling project updates, risks, and challenges.

Our Management Methodology is a process-driven framework with the agility to shift with organizational priorities. We use the relevant framework process models to achieve the specific goals such as PMI for the Project Management Methodology, Lean Six Sigma for Quality, and CMMI for repeatable processes. **Figure 5 - Organizational Process for Task Order Management** illustrates how we organize our team to accomplish the Task Order Requirements. The organizational structure is aligned to show associated lines of responsibility, authority, communication, and span of control to the Task Orders.

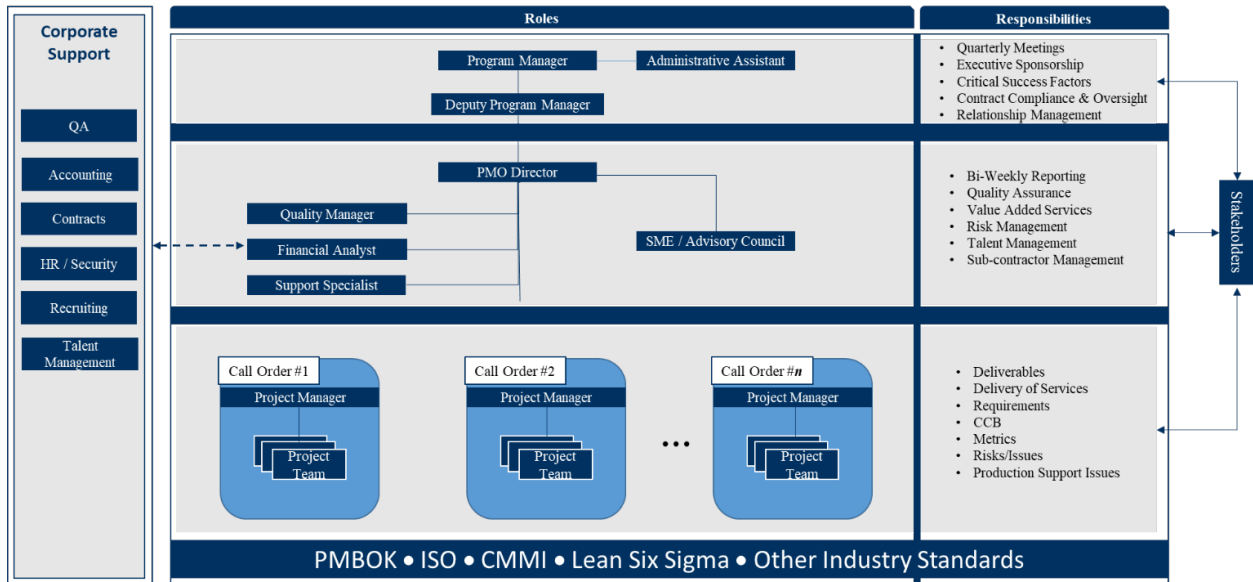


Figure 5 - Organizational Process for Task Order Management

Our proposed three-tier management framework is deeply rooted in quality, best practices and industry standards. Our matured corporate support organization enhances responsiveness and can be optimized to serve the needs of multiple program teams simultaneously. The corporate support personnel are 1) Quality Assurance Manager; 2) Accounting Team; 3) Contracts Team; 4) HR/Security Program Support Specialist; and Talent Management Support specialists.

Teaming Partner Ecosystem & Market Intelligence/Research

In addition to our subject matter experts, KLSA leverages a proven Teaming Partner Ecosystem to bring acceleration and contextual depth when required for projects. We collaborate with functional / technology partners (ex. Appian, IBM, etc.), survey administration and analysis partners (ex. Qualtrics, SPSS, Atlas.io, STATA, Survey Monkey, Tableau, PowerBI, etc.), large systems implementers (ex. Deloitte, CGI, etc.), small business capability partners (ex. Futuryst (AI), AI COE (AI), Praxtion (AI/Cyber), JLAN (agency specific), ANC (ex. Koniag, Teya, DDC, etc.).

KLSA leverages market-leading insights and best practices for emerging and new capabilities across each industry and geographic market. Our established partnerships with Gartner Research and the International Data Corporation (IDC) ensure we are leveraging the latest market trends, best practices, and insight to our clients.

For this engagement, KLSA has strategically partnered with **Futuryst**, **Praxtion**, and **ScientOne** to deliver exceptional AI consultancy services. This collaboration brings together a team of experts dedicated to providing cost-effective solutions, timely delivery, and extensive experience with public entities. As Team KLSA, our combined strengths accelerate and drive innovation and success for their clients in the AI landscape.

Futuryst is a small, economically disadvantaged, woman-owned business specializing in artificial intelligence (AI) and machine learning (ML) solutions. They offer a range of AI services, including strategy consulting, custom AI solution development, natural language processing (NLP), AI-driven automation, and advanced data analytics. Their expertise

spans various sectors, leveraging AI to enhance productivity, optimize operations, and drive innovation. Futuryst is committed to responsible AI governance and aims to transform businesses with next-gen AI solutions.

ScientOne is a leading digital product innovation agency focused on helping organizations become digital. They specialize in creating innovative digital products and offer services in strategy, product development, innovation, and technology. ScientOne has extensive experience working with various industries, including media, entertainment, and travel, providing solutions like mobile and connected device development, digital experience platforms, and technology strategy assessments. Their approach combines product, design, and technology competencies to address complex business challenges and meet customer expectations.

Praxtion is a minority-owned and operated small business specializing in cybersecurity, technology, web development, risk management, and IT program/project management. They offer a wide range of services, including cybersecurity consulting, customized IT and web development solutions, business consulting, and digital transformation. Praxtion is dedicated to helping businesses thrive in today's digital landscape by providing innovative and scalable solutions. Their team has extensive experience working with public and private sector clients, ensuring robust cybersecurity measures and effective digital strategies.

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

To maintain momentum and alignment with our clients, employees, and subcontractors, KLSA will provide regular project status updates that detail progress, risks, and milestones, ensuring stakeholders are informed and engaged throughout the project lifecycle. Weekly or bi-weekly meetings with the organization's project management team will provide opportunities to refine priorities, address challenges, and align on the next steps. This iterative communication process ensures risks are mitigated early, fostering confidence in project outcomes. We utilize a variety of tools like Micro

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

At the conclusion of the project, KLSA will deliver a detailed final report summarizing findings, actionable recommendations, implementation results, and lessons learned. This report, developed using the outcome-driven framework of the APEX™ model, will provide a comprehensive evaluation of the project's success and offer clear guidance for sustaining improvements over time.

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

KLSA's PMO functions as a dedicated back-office advisory team, providing centralized support to ensure all project deliverables are completed on time and meet quality expectations. Leveraging real-time dashboards and performance-tracking tools, we maintain continuous oversight of project timelines, milestones, and dependencies. These tools enable us to identify potential bottlenecks early and implement corrective actions to keep the project on track.

Our PMO team, along with the Project Manager will manage the seamless flow of communication and documentation between stakeholders, ensuring that all required reports and deliverables are reviewed, finalized, and submitted according to agreed-upon deadlines. By maintaining transparency and prioritizing efficient workflows, KLSA guarantees the timely delivery of high-quality project documentation, including status updates, interim deliverables, and the final comprehensive report.

5.3.3 Budget and Cost Estimate

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

KLSA ensures complete transparency in pricing by providing a detailed cost breakdown tailored to the scope of work. This breakdown includes consultancy fees, software licensing costs (if applicable), and any other anticipated expenses such as travel, administrative support, or project-specific tools. Each cost component is carefully itemized to provide clients with a clear understanding of how resources will be allocated and utilized throughout the project.

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

To meet diverse project needs, KLSA offers flexible pricing structures. For projects with well-defined deliverables and timelines, we provide fixed-price contracts, ensuring predictability and alignment with the client's budget. For projects with evolving requirements or variable scopes, we recommend time-and-materials contracts, which allow for adaptability while maintaining cost control. These pricing options ensure our clients have the flexibility and clarity needed to make informed decisions and achieve project success.

5.3.4 Data Strategy and Management

To create an expansive data management strategy, we follow a streamlined approach, creating a roadmap from visioning to delivery. This approach streamlines the data management activities throughout the program lifecycle and tracks them to the

deliverable. The image below demonstrates the phases of building an effective data management strategy.

a. Data Quality Controls

Data Strategy and Roadmap Approach

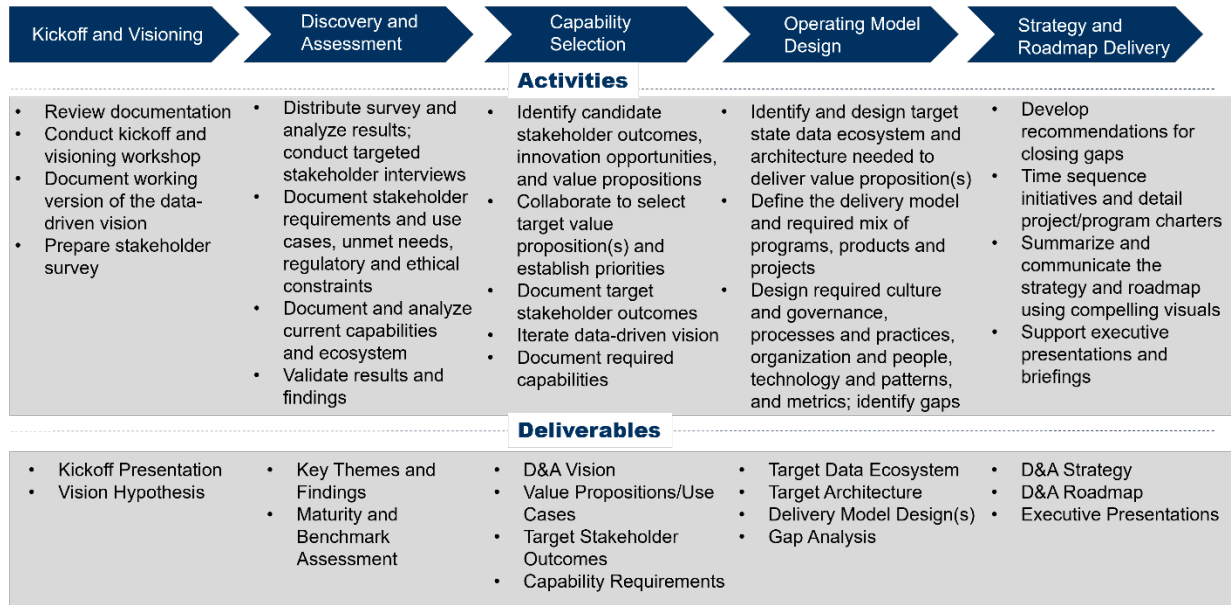


Figure 6: Data Strategy and Management Approach

1. The consultant must implement measures to ensure the integrity and accuracy of data utilized in AI models.

KLSA ensures the integrity and accuracy of data used in AI models by implementing a combination of automated and manual quality checks. These measures are designed to identify and correct anomalies, inconsistencies, and missing values throughout the data lifecycle. By securing data pipelines, we ensure that datasets remain unaltered during processing, safeguarding their reliability for use in AI applications.

2. Establish data validation processes to identify and address inaccuracies or inconsistencies.

To further support data integrity, KLSA establishes robust validation processes that assess data quality before integration into AI models. These processes include schema checks, range verifications, and cross-referencing with trusted sources to identify and rectify inaccuracies. Validation continues throughout the model's lifecycle, ensuring ongoing consistency and reliability as new data is introduced.

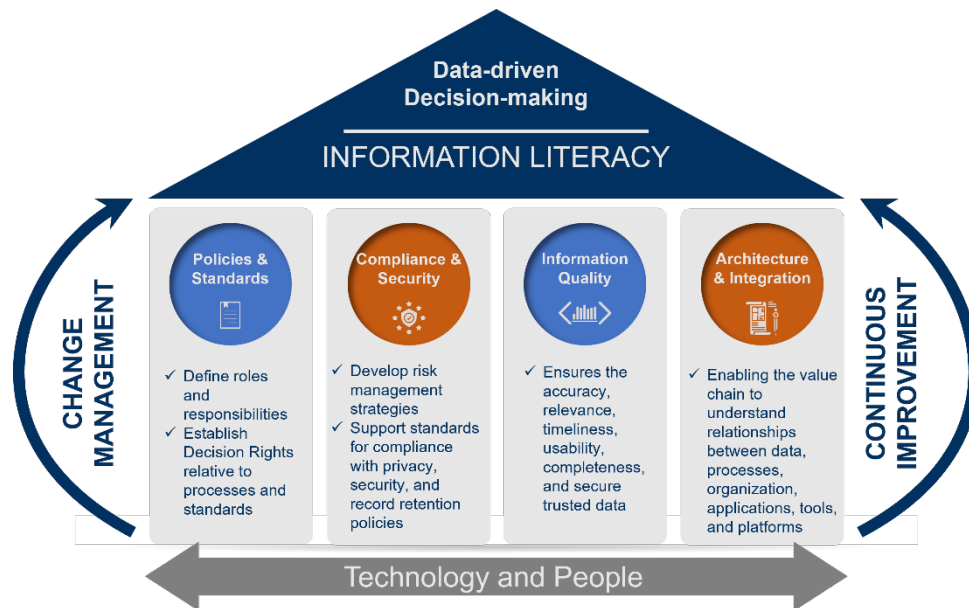
3. Define data enrichment procedures to enhance dataset quality.

To enhance the quality and utility of datasets, KLSA employs data enrichment procedures such as augmentation, normalization, and the integration of supplemental datasets. These techniques improve the comprehensiveness of data inputs, reduce potential biases, and strengthen the analytical capabilities of AI models, ultimately leading to more accurate and ethical decision-making.

b. Data Governance Framework:

1. Outline a comprehensive governance strategy that includes policies for data ownership, usage rights, and data stewardship roles.

KLSA's comprehensive data governance framework provides a structured strategy to manage and safeguard data, enabling informed decision-making while maintaining transparency and regulatory compliance. This framework integrates policies, standards, and processes to ensure robust oversight of data ownership, usage, and stewardship.



To establish clear governance policies, KLSA defines roles and responsibilities for data stewardship, delineates data ownership rights, and outlines appropriate usage guidelines. These policies are designed to empower stakeholders with decision-making authority while maintaining alignment with organizational goals and regulatory requirements.

2. The consultant should facilitate compliance with public sector regulations by providing clear governance documentation.

In alignment with public sector regulations, KLSA delivers clear governance documentation that details data management practices, privacy measures, and compliance protocols. This documentation supports accountability and ensures that all data handling activities adhere to applicable legal and ethical standards.

3. Define processes for version control and data lineage tracking to maintain transparency in data handling.

Additionally, KLSA incorporates processes for version control and data lineage tracking, which provide transparency and traceability in data management. By maintaining a comprehensive record of data sources, transformations, and usage history, we ensure the integrity and reliability of data assets throughout their lifecycle.

This governance strategy, reinforced by the principles of information literacy and continuous improvement, enables organizations to confidently manage data as a strategic asset, supporting secure, accurate, and informed decision-making.

c. Data Privacy Assurance:

1. Ensure adherence to data privacy laws, including GDPR (if applicable) or relevant local legislation.

KLSA is committed to ensuring strict adherence to data privacy laws and regulations, such as the General Data Protection Regulation (GDPR) and other applicable local legislation. Our approach ensures compliance through the integration of legal standards into all aspects of data handling and processing within the AI model lifecycle.

2. Propose methodologies for anonymizing and protecting sensitive information throughout the AI model lifecycle.

To protect sensitive information, KLSA implements robust methodologies for data anonymization and security. Techniques such as de-identification, encryption, and secure access protocols are applied to safeguard data while maintaining its utility for analysis. These protections are sustained throughout the AI model lifecycle, from data collection and training to deployment and maintenance, ensuring that privacy risks are minimized at every stage.

3. Create a protocol for obtaining and managing data consent where necessary.

KLSA will establish clear protocols for obtaining and managing data consent. These protocols include transparent communication with data subjects, providing detailed information about the purpose and scope of data collection, and ensuring consent is obtained and documented in compliance with relevant regulations. Our consent management process is designed to be auditable, ensuring that all stakeholder interactions meet the highest ethical and legal standards.

d. Data Security Protocols:

1. Implement and recommend data security measures, including encryption, access controls, and risk assessment practices.

KLSA prioritizes the protection of sensitive data by implementing a robust framework of security measures designed to safeguard information throughout its lifecycle. These protocols will include encryption of data at rest and in transit, role-based access controls to limit data exposure, and routine risk assessments to identify and address vulnerabilities proactively. These measures ensure the integrity and confidentiality of data used in AI systems while aligning with industry best practices.

2. Develop a response plan for data breaches or security incidents, specifying consultant responsibilities in these cases.

To address potential data breaches or security incidents, KLSA will develop a comprehensive response plan that clearly outlines consultant responsibilities and escalation procedures. This plan includes rapid containment strategies, forensic analysis to identify the breach's root cause, and timely communication with stakeholders to mitigate impact. Post-incident, KLSA will ensure lessons learned are integrated into improved security protocols to prevent recurrence.

3. Ensure secure data storage and backup practices are followed, protecting against data loss.

KLSA will enforce secure data storage and backup practices to protect against data loss. This includes the use of encrypted cloud or on-premise storage solutions, regular backups with multiple redundancies, and periodic verification of backup integrity. These practices

provide a reliable safeguard, ensuring data availability and resilience in the face of unforeseen events.

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.

Our Data Strategy and Management Approach ensures that evaluation and monitoring are built into our framework. Continuous monitoring ensures data integrity, no loss of service, and scheduled plans and mitigation strategies for deployment and updates. Our practitioners are active in AI policy development, curriculum, and education design, and stay abreast of the evolving trends and technologies. As with many nascent technologies, the oversaturated AI marketplace requires continuous assessment to maintain alignment with the organization's vision.

2. Offer training or workshops for internal teams to manage and uphold the organization's data strategy post-consultation.

KLSA will provide comprehensive training sessions and workshops for internal teams that ensure they are well-equipped to manage and uphold the organization's data strategy after our consultation. For remote training, we will conduct interactive virtual workshops using video conferencing tools, ensuring all team members can participate regardless of their location. These sessions will include live demonstrations, Q&A segments, and digital resources for ongoing reference. For in-person training, KLSA will organize hands-on workshops at your premises, allowing for direct interaction and personalized guidance. These sessions may include practical exercises, group discussions, or printed materials to support learning.

5.3.5 Ethical AI Requirements

a. Ethical Framework Alignment

Our AI solutions are developed in strict accordance with established industry standards, such as the Institute of Electrical and Electronics Engineers (IEEE) Global Initiative on Ethics of Autonomous and Intelligent Systems and the AI principles set forth by the European Union and NIST. We conduct thorough assessments to ensure that all implementations align with your organization's specific ethical principles, such as transparency, accountability, and data privacy. Additionally, we prioritize ongoing evaluations to maintain compliance with emerging ethical standards.

To ensure fairness and inclusiveness, we employ a comprehensive framework incorporating best practices for mitigating bias across the AI lifecycle. This includes diverse and representative data sourcing, rigorous bias detection and remediation in model training, and stakeholder engagement to validate system outputs. We also integrate fairness metrics and employ algorithms designed to minimize disparate impacts across demographic groups. Our iterative review processes ensure that AI systems are inclusive and free from discriminatory outcomes, fostering equitable decision-making and user experiences.

b. Bias Detection and Mitigation

To address bias effectively, KLSA will establish robust methods for identifying and reducing bias in both training data and algorithms. This process begins with a comprehensive data audit to ensure the representativeness of datasets, identifying

imbalances or anomalies that may lead to skewed outcomes. Using fairness metrics, we evaluate the presence of bias during algorithm development.

- **Algorithmic Bias:** The performance (accuracy) of an algorithm is not uniformly distributed but is much higher for certain input than for other input. Algorithmic bias is an issue when algorithms are used on human subjects and the people using the algorithm results are not aware of the bias.
- **Selection Bias:** When a researcher chooses who to represent in the dataset. The dataset is based on non-random sample selection.
Ex: Measuring the effects of COVID on women in the workforce but only selecting women between the age of 55 to 65.
- **Measurement Bias:** Choosing or collecting features or labels to use in predictive models. Data that's easily available is often a noisy proxy for the actual features or labels of interest.

To mitigate these issues, we will apply preprocessing techniques like re-sampling, re-weighting, and synthetic data generation, ensuring balanced representation. Regular algorithmic audits and penetration testing will also be conducted to identify and correct any biases.

Ongoing monitoring is critical to maintaining fairness throughout the deployment and operation of the AI system. We deploy systems to continuously evaluate outputs against predefined fairness benchmarks and track performance across diverse demographics and scenarios. Additionally, we will establish feedback loops with stakeholders to review flagged cases and refine the system as needed. These periodic bias reviews will ensure the integration of updated datasets and adherence to evolving standards.

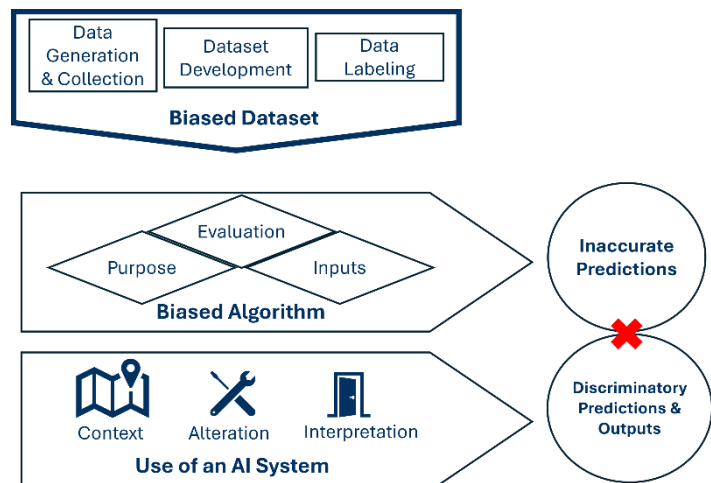


Figure 7: Hazards of Bias in an AI System

c. Transparency Protocols

To promote transparency, we will implement protocols that ensure AI models are understandable and build decision-making processes that are accessible to stakeholders. KLSA applies explainable AI (XAI) techniques that provide clear and interpretable insights into how the models function and generate outcomes. Stakeholders will have access to detailed information about the factors influencing decisions, fostering trust and accountability.

Our Project Manager works with stakeholders and our SMEs to design a comprehensive documentation process that provides insights into the AI system. This will include detailed records of data sources, code and algorithms, and model outputs. Documentation will be regularly updated to reflect any changes or improvements made to the system, ensuring

stakeholders have access to current and accurate information. These protocols will create a transparent framework that supports ethical AI use and informed decision-making.

d. Accountability Measures

To ensure responsible AI development and use, KLSA will establish clear accountability measures to track actions, decisions, and changes made to the model throughout its lifecycle. This includes maintaining a comprehensive change log that documents updates to the AI system, such as modifications to algorithms, datasets, or parameters. Each decision or action taken during development and deployment will be traceable to promote transparency and accountability.

Additionally, KLSA will implement robust auditing mechanisms to verify compliance with ethical standards. Regular audits will assess the AI system's performance, adherence to established guidelines, and alignment with principles of fairness, transparency, and ethics. These audits will be conducted using standardized tools and frameworks, providing stakeholders with verifiable evidence of the system's integrity.

e. Impact Assessments

KLSA conducts regular ethical impact assessments to evaluate the societal, cultural, and operational impacts of the AI system. These assessments will help identify potential risks, unintended consequences, and areas for improvement by examining how the system interacts with diverse populations and operational contexts. KLSA will analyze the system's training data, input data, and output results for biases, imbalances, or inaccuracies. Incorporating these evaluations into the AI lifecycle ensures that ethical considerations remain a central focus.

To address findings from these assessments, we will implement a structured framework for corrective actions. This framework will prioritize issues based on their severity and scope, with clear timelines and accountability for resolution. We collaborate with stakeholders to review and validate corrective actions to ensure alignment with ethical principles and organizational values.

6. Pricing

Proposed Pricing RFP No. 2025-023			
Pricing Format Request Example			
Respondent Name: K.L. Scott & Associates, LLC. (KLSA)			
Artificial Intelligence (AI) Consultancy Services			
Item	Description	Price	Conditions
1	Program Manager	\$ 185.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
2	Project Manager	\$ 125.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
3	Product Lead / Manager	\$ 200.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
4	Senior Technical Lead	\$ 150.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
5	AI Engineer I	\$ 120.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
6	AI Engineer II	\$ 135.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
7	AI Engineer III	\$ 175.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
8	Data Analyst	\$ 120.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
9	Senior Data Analyst	\$ 135.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
10	Data Visualization Analyst	\$ 140.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
11	AI Subject Matter Expert	\$ 185.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
12	AI Policy and Security Consultant	\$ 175.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
13	Research Analyst	\$ 110.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
14	AI & Data Architect	\$ 150.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
15	Senior Architect	\$ 175.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
16	QA Engineer	\$ 120.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
17	Senior Cloud Engineer	\$ 135.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
18	Technical Writer	\$ 110.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
19	UI/UX Design Consultant	\$ 120.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
20	Organizational Change Management SME	\$ 175.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
21	Management Consultant I	\$ 120.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
22	Management Consultant II	\$ 140.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
23	Management Consultant III	\$ 175.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
24	Management Consultant IV	\$ 200.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
25	Management Consultant V	\$ 250.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
26	Management Consultant VI	\$ 300.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
27	Management Consultant VII	\$ 350.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
28	Management Consultant VIII	\$ 400.00	Hourly rate will be increased 3% on an annual schedule. Rate does not include Travel
29	Software & Platforms (ex. AWS Bedrock, Azure, OpenAI, Tableau, Qualtrics, STATA, Esber Policy Management, etc.)	Variable	This cost will be based on the platform each organization uses and the volume of AI transactions, storage, AI training required and duration of commitment for cloud services. Additional, software requirements will be dependent upon number of licenses and functional use. KLSA will work with each organization to minimize the financial impact for software.
30	Travel - Consultant	\$500 - \$2500	This cost will be dependent upon the location, duration and scheduling of the travel. KLSA will work with each organization to minimize the financial impact due to travel by leveraging local resources to the client organization and build a hybrid virtual/onsite engagement approach.
31	Training - Virtual 1 day	\$ 10,000.00	Includes training materials preparation, training conducted, and post-training activities.
32	Training - Virtual 1/2 day	\$ 7,500.00	Includes training materials preparation, training conducted, and post-training activities.
33	Training - Onsite 1 day	\$ 10,000.00	Includes training materials preparation, training conducted, and post-training activities.
34	Training - Onsite 1/2 day	\$ 15,000.00	Includes training materials preparation, training conducted, and post-training activities.
35	Print Media & Handouts		
Contractors shall provide additional related services at catalog price less:		up to 5%	KLSA will work with each procuring organization and provide discounts of each rate from 0% - 5% when appropriate based on scope, value, and impact. Additional, discounts may be applied on a case by case basis.

7. Certifications



North Carolina
Department of Administration
Office for Historically Underutilized Businesses

Machelle Sanders
Secretary

Tammie Hall
Director

April 2, 2020

Keith Scott
KL Scott and Associates LLC (Minority Owned)
235 Peachtree Street Ne
Suite 400
Atlanta, GA 30303

Dear Keith Scott:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This certification will remain in effect for four (4) years from the date of this letter.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at <http://www.doa.nc.gov/hub/documents/ThirdPartyEligibilityChallengeev080811.pdf>. All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at <http://www.doa.nc.gov/hub/programs.aspx?pid=swuc> to locate the local office near you. Another great resource is the Small Business and Technology Development Center at www.sbtcd.org for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program. We are committed to assisting you through the process with the completion of the Preliminary Business Development and Supportive Services Assessment Survey, located on the HUB Office website under the Certification Tab. The information will provide an overview of your company which will assist us in appropriately aligning contract opportunities that you are ready, willing and able to pursue.


Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,
Tammie Hall

Tammie Hall
Director

State of North Carolina | Office for Historically Underutilized Businesses
116 West Jones Street, Suite 4109 | 1336 Mail Service Center | Raleigh, NC 27699 1336
(919) 807 2330 T

THIS CERTIFIES THAT		
K.L. Scott & Associates LLC		
* Nationally certified by the: GEORGIA MINORITY SUPPLIER DEVELOPMENT COUNCIL		
*NAICS Code(s): <u>541511; 541512; 541519; 541611; 541612; 541613; 541614; 541618; 541910; 611430</u>		
* Description of their product/services as defined by the North American Industry Classification System (NAICS)		
<u>11/20/2024</u>		<u>AT05537</u>
Issued Date		Certificate Number
<u>11/30/2025</u>	 Ying McGuire NMSDC CEO and President	 Stacey Key, President and CEO
Expiration Date		
By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: http://nmsdc.org		
Certify, Develop, Connect, Advocate.		
* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®		

Unique Entity ID ZDMJM1T8SCD3	CAGE / NCAGE 7AX15	
Registration Status Active Registration	Expiration Date Dec 12, 2025	
Physical Address 235 Peachtree Street NE Suite 400 Atlanta, Georgia 30303-1400 United States	Mailing Address 235 Peachtree ST NE STE 400 Atlanta, Georgia 30303-1400 United States	Purpose of Registration All Awards

Business Information

Doing Business as
K L SCOTT & ASSOCIATES

Congressional District
Georgia 05

Division Name
(blank)

State / Country of Incorporation
Georgia / United States

Division Number
(blank)

URL
www.klscottassociates.com

Registration Dates

Activation Date
Dec 16, 2024

Submission Date
Dec 12, 2024

Initial Registration Date
Jan 25, 2015

Entity Dates

Entity Start Date
Oct 1, 2013

Fiscal Year End Close Date
Dec 31

Immediate Owner

CAGE
(blank)

Legal Business Name
(blank)

Highest Level Owner

CAGE
(blank)

Legal Business Name
(blank)

Executive Compensation

In your business or organization's preceding completed fiscal year, did your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) receive both of the following: 1. 80 percent or more of your annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements and 2. \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

No

Does the public have access to information about the compensation of the senior executives in your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

Not Selected

Proceedings Questions

Is your business or organization, as represented by the Unique Entity ID on this entity registration, responding to a Federal procurement opportunity that contains the provision at FAR 52.209-7, subject to the clause in FAR 52.209-9 in a current Federal contract, or applying for a Federal grant opportunity which contains the award term and condition described in 2 C.F.R. 200 Appendix XII?

No

Does your business or organization, as represented by the Unique Entity ID on this specific SAM record, have current active Federal contracts and/or grants with total value (including any exercised/unexercised options) greater than \$10,000,000?

Not Selected

Within the last five years, had the business or organization (represented by the Unique Entity ID on this specific SAM record) and/or any of its principals, in connection with the award to or performance by the business or organization of a Federal contract or grant, been the subject of a Federal or State (1) criminal proceeding resulting in a conviction or other acknowledgment of fault; (2) civil proceeding resulting in a finding of fault with a monetary fine, penalty, reimbursement, restitution, and/or damages greater than \$5,000, or other acknowledgment of fault; and/or (3) administrative proceeding resulting in a finding of fault with either a monetary fine or penalty greater than \$5,000 or reimbursement, restitution, or damages greater than \$100,000, or other acknowledgment of fault?

Not Selected

Entity Types

Business Types

Entity Structure
Corporate Entity (Not Tax Exempt)

Entity Type
Business or Organization

Organization Factors
Limited Liability Company

Profit Structure
For Profit Organization

Socio-Economic Types

Minority-Owned Business
Self Certified Small Disadvantaged Business
DOT Certified DBE
Black American Owned

SBA Certified 8(a) Program Participant

Entrance Date: Apr 01, 2022

Exit Date: Mar 31, 2031

8. Attachments

REQUIRED ATTACHMENT CHECKLIST

Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☒ Page 1 - Cover Sheet
- ☒ Page 20 - Attachment I: Instructions for Proposals Compliance and Submittal
- ☒ Page 21 - Attachment II: Certification of Offeror
- ☒ Page 22 - Attachment III: Certification Regarding Debarment
- ☒ Page 23 - Attachment IV: Restrictions on Lobbying
- ☒ Page 25 - Attachment V: Drug-Free Workplace Certification
- ☒ Page 26 - Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- ☒ Page 29 - Attachment VII: Certification of Fair Business Practices
- ☒ Page 30 - Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☒ Page 31 - Attachment IX: Historically Underutilized Businesses
- ☒ Page 32 - Attachment X: Federal and State of Texas Required Procurement Provisions
- ☒ Page 35 - Exhibit 1: Service Designation Areas

Respondent recognizes that all proposals must be submitted electronically through [Public Purchase](#) by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

**ATTACHMENT I: INSTRUCTIONS
FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

Compliance with the NCTCOG Standard Terms and Conditions

By signing its submission, Offeror acknowledges that it has read, understands and agrees to comply with the NCTCOG standard terms and conditions.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance must be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 2.2 - General Terms and Conditions.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 10:48:52 -05'00'

Date: **1/13/2025**

ATTACHMENT II: CERTIFICATIONS OF OFFEROR

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.


I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, NITIN MISTRY (typed or printed name) certify that I am the CHIEF STRATEGY OFFICER & PARTNER (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as offeror and respondent herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

 Digitally signed by Nitin Mistry
Date: 2025.01.13 10:49:37 -05'00'

Date: 1/13/2025

**ATTACHMENT III: CERTIFICATION
REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:05:27 -05'00'

Date: **1/13/2025**

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:05:46 -05'00'

Date: **1/13/2025**

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The K.L. Scott and Associates, LLC (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the K.L. Scott and Associates, LLC (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:06:25 -0500

Date: 1/13/2025

ATTACHMENT VI: DISCLOSURE OF CONFLICT OF INTEREST
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST

The undersigned certifies that, to the best of his or her knowledge or belief, that:

“No employee of the contractor, no member of the contractor’s governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents”.

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:06:41 -05'00'

Date: **1/13/2025**

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes

☐ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes

☐ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 Nitin Mistry
Digitally signed by Nitin Mistry
Date: 2025.01.13 11:09:40 -05'00'
Signature of vendor doing business with the governmental entity

1/13/25

Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

- (a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

- (a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.

ATTACHMENT VII: CERTIFICATION OF FAIR BUSINESS PRACTICES


That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

K.L. Scott and Associates, LLC

Signature of Authorized Representative:

Nitin Mistry

 Digitally signed by Nitin Mistry
Date: 2025.01.13 11:09:59 -05'00'

Date: **1/13/2025**

**ATTACHMENT VIII: CERTIFICATION OF GOOD STANDING
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:



The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.



The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):



Sole Proprietor



Partnership



Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Nitin Mistry, Chief Strategy Officer & Partner

(Printed/Typed Name and Title of Authorized Representative)

Nitin Mistry

Signature

Date: **Nitin Mistry** Digitally signed by Nitin Mistry
Date: 2025.01.13 11:12:22 -05'00'

**ATTACHMENT IX: HISTORICALLY UNDERUTILIZED BUSINESSES,
MINORITY OR WOMEN-OWNED OR DISADVANTAGED BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process.

NCTCOG recognizes the certifications of most agencies. HUB vendors must submit a copy of their certification for consideration during the evaluation of their proposal. Please attach the copy to this form. This applies only to the Offeror and not a subcontractor.

Texas vendors who are not currently certified are encouraged to contact either the Texas United Certification Program, State of Texas HUB Program, or the North Central Texas Regional Certification Agency, among others. Contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Texas United Certification Program
USDOT website at
<https://www.transportation.gov/DBE>

You must include a copy of your certification document as part of this solicitation to receive points in the evaluation.

Vendor to Sign Below to Attest to Validity of Certification:

K.L. Scott and Associates, LLC

Vendor Name

Nitin Mistry Digitally signed by Nitin Mistry
Date: 2025.01.13 11:13:22 -05'00'

Authorized Signature

Nitin Mistry

Typed Name

1/13/2025

Date

☐ Not applicable.

**ATTACHMENT X: NCTCOG FEDERAL AND STATE OF TEXAS
REQUIRED PROCUREMENT PROVISIONS**

The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:14:20 -05'00'

NAME OF AUTHORIZED PERSON:

NITIN MISTRY

NAME OF COMPANY:

K.L. Scott and Associates, LLC

DATE:

1/13/2025

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

K.L. Scott and Associates, LLC

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
- I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
- I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

Nitin Mistry

Digitally signed by Nitin Mistry
Date: 2025.01.13 11:15:38 -05'00'

NITIN MISTRY

K.L. Scott and Associates, LLC

1/13/25

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

K.L. Scott and Associates, LLC

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON:	Nitin Mistry <small>Digitally signed by Nitin Mistry Date: 2025.01.13 11:16:16 -05'00'</small>
NAME OF AUTHORIZED PERSON:	NITIN MISTRY
NAME OF COMPANY:	K.L. Scott and Associates, LLC
DATE:	1/13/25

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON:	_____
NAME OF AUTHORIZED PERSON:	_____
NAME OF COMPANY:	K.L. Scott and Associates, LLC
DATE:	_____

EXHIBIT 1: SERVICE DESIGNATION AREAS

Texas Service Area Designation or Identification			
Proposing Firm Name:	K.L. Scott and Associates		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas		
	Will service the entire state of Texas	Will not service the entire state of Texas	
	<input checked="checked" type="checkbox"/>	<input type="checkbox"/>	
	If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

(Exhibit 1 continued on next page)

Nationwide Service Area Designation or Identification Form							
Proposing Firm Name:	K.L. Scott and Associates, LLC						
Notes:	<p>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</p> <table border="1"> <tr> <td>Will service all fifty (50) states</td> <td>Will not service fifty (50) states</td> </tr> <tr> <td><input checked="checked" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table> <p>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or City in a State, then indicate as such in the appropriate column box.</p>			Will service all fifty (50) states	Will not service fifty (50) states	<input checked="checked" type="checkbox"/>	<input type="checkbox"/>
Will service all fifty (50) states	Will not service fifty (50) states						
<input checked="checked" type="checkbox"/>	<input type="checkbox"/>						
Item	State	Region/MSA/City (write "ALL" if proposing to service entire state)	Designated as a Service Area				
1.	Alabama						
2.	Alaska						
3.	Arizona						
4.	Arkansas						
5.	California						
6.	Colorado						
7.	Connecticut						
8.	Delaware						
9.	Florida						
10.	Georgia						
11.	Hawaii						
12.	Idaho						
13.	Illinois						
14.	Indiana						
15.	Iowa						
16.	Kansas						
17.	Kentucky						
18.	Louisiana						
19.	Maine						
20.	Maryland						

21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

End of Exhibit 1