

North Central Texas Council of Governments (NCTCOG)
TXShare Cooperative Purchasing Program (TXShare)
RFP # 2025-023

Artificial Intelligence (AI) Consultancy Services

January 13, 2025

Provided to:

North Central Texas Council of
Governments
616 Six Flags Drive
Arlington, TX 76011
Telephone: (817) 640-3300
<https://nctcog.org>

Provided by:

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guidehouse.com

2024-766

This proposal does not constitute a contract to perform services. Any contract arising out of this proposal will be subject to the execution of a mutually acceptable formal engagement contract.

January 13, 2025

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

Subject: RFP # 2025-023 | Artificial Intelligence (AI) Consultancy Services

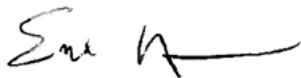
Dear North Central Texas Council of Governments:

Guidehouse Inc. (Guidehouse) is excited about the opportunity to provide North Central Texas Council of Governments (NCTCOG) with Artificial Intelligence (AI) consultancy services.

Guidehouse is a leading global provider of consulting services to the public sector and commercial markets, with broad capabilities in management, technology, and risk consulting. By combining our public and private sector expertise, we help clients address their most complex challenges and navigate significant regulatory pressures focusing on transformational change, business resiliency, and technology-driven innovation. Across a range of advisory, consulting, outsourcing, and digital services, we create scalable, innovative solutions that help our clients outwit complexity and position them for future growth and success. The company has more than 17,000 professionals in over 55 locations globally. Guidehouse is led by seasoned professionals with proven and diverse expertise in traditional and emerging technologies, markets, and agenda-setting issues driving national and global economies. For more information, please visit [guidehouse.com](https://www.guidehouse.com).

Guidehouse appreciates the opportunity to be considered for this important project. If you have any questions about our response, please contact Contracts, Ryan Taylor, at (781) 270-8399 (slgcontracts@guidehouse.com) or me at (512) 493-5445 (ehutchins@guidehouse.com).

Sincerely,



Erin Hutchins
Partner

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1.0 Certificate of Offeror and Statement of Understanding

1.1 Addenda Acknowledgement and Signature of Authorized Representative

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.

Guidehouse Inc.

Legal Name of Proposing Firm

Erin Hutchins

Partner

Contact Person for This Proposal

Title

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ehutchins@guidehouse.com

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Associate General Counsel, Legal

Point of Contact for Contract Negotiations

Title

781-270-8399

rktaylor@guidehouse.com

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

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

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

COVER SHEET

ATTACHMENT II: CERTIFICATIONS OF OFFEROR

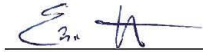
I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments 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, Erin Hutchins (typed or printed name) certify that I am the 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):

Guidehouse Inc.

Signature of Authorized Representative:



Date: 1/13/25

1.2 Statement of Understanding of Work to be Done

Guidehouse recognizes that the North Central Texas Council of Governments (NCTCOG) and its members (the Client) seek to partner with a qualified Artificial Intelligence (AI) consultancy firm, like Guidehouse, to provide expertise in identifying, developing, and implementing AI strategies and solutions that align with the organization's goals. Our team of experts are ready to partner with NCTCOG to help you meet your objectives as listed in the RFP to enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across the region. Our multi-disciplinary teams will invest the time required to tailor our proven methodologies and approaches to your project scopes. We recognize the importance of maintaining client-specific context when considering the application of methodologies and prevailing practices and look forward to adding additional value by providing ideas for approaches based on our knowledge and experiences. We acknowledge and understand the objectives for AI Consultancy Services that NCTCOG has identified in the solicitation.

We also understand these objectives are not inclusive of everything NCTCOG and its members may wish to achieve once an AI consultancy project is underway and we appreciate the importance given to carefully assessing objectives specific to each entity member of NCTCOG. Guidehouse welcomes the opportunity to partner with NCTCOG and its members to continue enhancing the value delivered to the region.

2.0 Key Personnel

Drawing from Guidehouse's 500+ data, analytics, and AI professionals, we have hand selected representative resumes for the requested services. Each member of our team has experience successfully delivering consultancy services of similar nature, quality, and complexity and is highly qualified to help you. Working alongside our team(s), you will find the intangibles of a quality engagement—personal attention, proactive value-added services, fast and accurate responses to questions, frequent and ongoing communication—are the hallmark of our commitment. A summary of key qualifications for personnel are listed below.

Leaders and Subject Matter Experts Specialists: *Advise, oversee, and direct projects*

- **Bob Audet, Data Management Partner.** Brings over 24 years of experience advising organizations across different industries in extracting value from data assets and establishing the necessary capabilities to manage data as an asset and enable AI. Specializes in data strategy (example, the [U.S. Department of State's Enterprise Data Strategy](#)), data and AI readiness and strategy, data and AI governance, data platform modernization, and metadata management.
- **Leigh Sheldon, Analytics and AI Partner.** Over 14 years of Federal and State and Local Government (SLG) consulting experience in data analytics, AI/ML, data and analytics strategy, data management, IT operations management, and project management. Leads data and AI work for our SLG, energy, sustainability, and infrastructure clients.
- **Elena Maximova, Data and AI Strategy Associate Director.** Has more than 14 years of experience leading, architecting, and developing advanced software, analytics, and cloud solutions for commercial and government clients. Specializes in human-centered design and building complex data and digital products that provide intuitive user experiences. Most recently served as a technical lead on data and AI strategy, development, and implementation support for the State of North Dakota.
- **Varsha Waingankar, AI/ML Associate Director.** Specializes in designing and developing advanced analytic and AI solutions (including Generative AI). Brings more than eight years of experience in digital transformation initiatives focusing on Generative AI applications, natural language processing, and ML.

Supervisors and Managers: *Primary points of contacts and day-to-day leads for delivery*

- **Tracy Jones, Data and AI Strategy and Governance Associate Director.** Brings more than 15 years of experience supporting public sector organizations in modernizing and enhancing their data and AI capabilities. Expertise in governance, with a focus on responsible and ethical use of data and AI. Led the creation of the [Federal Data Ethics Framework](#) and presented on AI readiness at the 2024 CDOIQ conference.
- **Kristyn Brown, Data and AI Managing Consultant.** Leads AI engagements for SLG clients, providing state and local leaders with AI strategy, road mapping, governance, training, use case prioritization, and usage

services. Recent experience includes developing a risk identification and mitigation plan and risk-based use case selection process on the Lake County and Cook County initiatives.

- **Rachel D'Hollander, Data and Analytics Associate Director.** Has more than 12 years of experience and operates as a lead for data and AI strategy and implementation and digital modernization and change efforts for our SLG clients. Recent experience includes leading the data and AI strategy, development, and implementation support for the State of North Dakota.

AI Practitioners: *Develop deliverables and complete specialized tasks (e.g., AI development).*

- **Murat Guner, Managing Consultant, AI/ML Development.** Has experience in traditional AI and ML, and specializes in developing and deploying GenAI solutions, supported by a PhD in Mathematics. Recent experience includes prototyping chatbots with Retrieval Augmented Generation architecture and a planning assistant with a multi-agent architecture.
- **Michael Drewery, Senior Consultant, Data and AI.** Has over three years of experience as a data scientist, leading initiatives in cloud migration, Agile/JIRA reporting, data visualization, and machine learning. Expertise in SQL, Python, R, Tableau, Azure, AWS, and Databricks.
- **Sheldon Sebastian, Senior Data Scientist, AI/ML.** Over five years of experience developing and deploying advanced machine learning solutions, including binary classification models, pattern identification, and image annotation processes.
- **Vivian Moore, Consultant, Statistics and AI.** Has experience developing and deploying both unsupervised and supervised machine learning models. Most recently worked on using an LLM to extract insights and create standardized summaries from free-form text reports.

3.0 References

Reference #1: State of North Dakota Information Technology, Data and AI Strategy Implementation		
Organization	North Dakota Information Technology (NDIT)	
Point of Contact	Name, Title	Kim Weis, Chief Data Officer (CDO)
	Contact Information	kimweis@nd.gov, (701) 328-8921
Reference #2: Department of Justice Office of Chief Information Officer, AI Strategy Services		
Organization	Department of Justice Office of Chief Information Officer	
Point of Contact	Name, Title	Darrell Lyons, Government Technology Manager (GTM)
	Contact, Information	Darrell.Lyons@usdoj.gov, (202) 598-3344
Reference #3: Department of State Bureau of Consular Affairs, AI Governance and Development		
Organization	Department of State (DOS)	
Point of Contact	Name, Title	Jason Boyd, Computer Scientist
	Contact Information	BoydJ1@state.gov, (202) 255-5979
Reference #4: Transportation Security Administration, Program Analysis and Strategic Support		
Organization	U.S. Department of Homeland Security (DHS)	
Point of Contact	Name, Title	Phyllis Guasp, Contracting Officer Representative (COR)
	Contact Information	Phyllis.Guasp@tsa.dhs.gov, (571) 227-1530

4.0 Project-Related Experience and Qualifications

Guidehouse Inc. (Guidehouse) is a leading global provider of consulting services to the public and commercial markets with broad capabilities in management, technology, and risk consulting. Headquartered in Northern Virginia, the company has more than 17,000 professionals in more than 55 locations. Guidehouse has over 120 years of experience building trust and enhancing value for our clients by setting high standards for the way we conduct business and manage quality. We are confident that we bring the right experience and expertise to address all statement of work requirements and will provide excellent partnership to NCTCOG members (henceforth, Client). We are excited at the opportunity to use our deep knowledge and experience to support the NCTCOG members in identifying, developing, and implementing AI strategies and solutions that align with their goals.

We take a people first approach, and work to apply technology always in service to organizational objectives and stakeholder needs. We believe that the journey to successfully operationalizing AI and realizing true benefits hinges on effectively engaging people and building strong data quality and governance foundations. Considering this, when providing AI solutions and services to our clients, we leverage our interdisciplinary team of technical and functional consultants and specialists to assure we are not just delivering the right solution, but also supporting effective organizational change, stakeholder engagement, and adoption support. With our dedicated State and Local Government practice, we have proven experience advising clients across the country and have deep understanding of the dynamics, needs, and opportunities that they face.

We bring significant experience deploying AI, data, and analytics solutions in a wide range of environments. Guidehouse has supported 100+ government and commercial clients in building and deploying artificial intelligence (AI), machine learning (ML), automation, and data analytics solutions. Our team of 300+ experienced professionals includes data scientists, visualization experts, data and machine learning engineers, cloud and solution architects, systems engineers, and more. We know *viable, ethical, and advantageous* AI is founded on good data quality and governance. Given this, our AI teams integrate with our Data Management and Analytics practices. We view them as inextricably linked. Our diverse AI and ML experts have experience with more than 350+ technologies, tools, and frameworks across all three major cloud service providers and specialize in techniques such as comprehensive supervised and unsupervised ML, reinforcement learning, and GenAI.



Figure 1. Guidehouse's Artificial Intelligence and Analytics Capabilities

Guidehouse has proven AI, data management, and data analytics capabilities that empower organizations to integrate data-driven decision-making throughout the enterprise. We have successfully deployed AI and automation solutions across diverse government and commercial programs. Our relevant expertise and capabilities include:

- **Commitment to responsible, safe, and ethical AI and Data.** We have proven experience working alongside our public sector clients in addressing the compliance, regulatory requirements, ethical standards, and risk management postures that must be factored into any data and AI project. For example, our practitioners have hands on experience with HIPAA and FIRPA compliance requirements, and are continuously exploring public, industry, and academic guidance and best practices in terms of responsible and safe AI development and application. Our AI Use Case Evaluation Framework (*Proposal Section 5.3*) includes assessment

dimensions regarding risk and ethics. From experience, one of the biggest limitations in deploying safe and ethical AI solutions is the availability and quality of an organization's data. Considering this, we frequently draw on our data strategy, management, and analytics expertise to advise clients on how to assess general AI readiness and address the foundational capabilities necessary to enable safe and responsible AI. As an example of this commitment and experience, our team supported the U.S. General Services Administration (GSA) in developing and releasing the Federal Data Ethics Framework.

- **Embedded and rigorous data privacy and security practices.** Data privacy and security is always top of mind for our teams, and we address both in how we execute engagements, and also collaborate with our clients and deliver solutions. For example, each project has an engagement data security plan, and we work closely with clients to determine the data handling and system management protocols necessary to comply with internal policies and external requirements and oversight.
- **Rapid prototyping capabilities and processes.** Our Rapid Prototyping and Feedback Cycle encourages customer involvement and creative, collaborative thinking, resulting in more robust solutions that improve and expand data-driven decision-making. We support all client challenges from dynamic visualizations to intelligent automation and machine learning. By combining industry-proven and innovative analytic techniques with the modern technology stack, our analytics professionals work with clients to optimize their data assets, improve operations, and enable evidence-based decision-making.
- **Facilitating, operationalizing, and scaling AI within an organization.** Our focused scalability and organizational integration enables long-term success as we continuously develop and maintain AI and ML tools within the broader context of an organization's mission. Our Automation Operating Model Design Framework includes many organizational dimensions across people, processes, and technologies that we consider when designing a tool or solution to maximize integration, scalability, and functionality. This framework enables our clients to capture the maximum benefit from its investment of resources into analytics and automation with the ability to scale machine learning solutions in a thoughtful, self-sustaining way.
- **Extensive expertise in Generative AI (GenAI) technologies and their wide-ranging applications.** We have a deep understanding of key GenAI components, including Large Language Models, Diffusion Models, and Generative Adversarial Networks. Our experience spans diverse industries, where we've successfully implemented GenAI solutions to drive innovation and efficiency. From healthcare and finance to military applications, we have leveraged GenAI to solve complex problems, automate processes, and create novel solutions. We excel in utilizing Azure OpenAI for scalable and secure AI deployments, LangChain for building advanced language model applications, and Llama Index for efficient data indexing and retrieval in AI systems. By combining cutting-edge GenAI technologies with industry-specific knowledge, we deliver tailored solutions that provide measurable value and position our clients at the forefront of AI-driven transformation.
- **Diverse technology experience, technology agnostic approaches.** We are technology agnostic and maximize open architecture and open-source solutions, offering a unique approach in the market to deliver the optimal tools for each client's needs. Our professionals are certified in a range of tools, including data analytics, visualization, AI, and RPA solutions, and have proven expertise in working with the leading cloud providers and using cloud native solutions to enable data and AI needs. Our strategic alliances with Microsoft, Amazon, Google, and Databricks help service specific client needs.

The spotlights below exemplify Guidehouse's experience in providing comprehensive AI consultancy services to public sector clients across all levels of AI maturity.

State of North Dakota Information Technology (NDIT), Data and AI Strategy Implementation

Data and AI Strategy, Roadmap Creation & Implementation, Readiness Assessment, Change Management, Data and AI Product Development, Governance, Microsoft Copilot Implementation, Cost Analysis

Situation: NDIT needed to define an extensive statewide data strategy outlining North Dakota's direction and plan for the strategic use of data and AI across the State, as well as an implementation roadmap outlining critical projects to reach the desired future-state.

Approach: To achieve this, we developed a two-phase approach: (1) Strategy Development followed by (2) Strategy Implementation and AI Support. To define an effective data strategy and actionable implementation roadmap, there was a need to understand internal (NDIT) readiness to adopt new data capabilities and products. NDIT directed us to complete an organizational readiness assessment to enable current state and critical gaps to reach the desired future state. Analysis for this assessment spanned five (5) dimensions, including AI Readiness. We assessed organizational readiness to adopt AI across the following focus areas: AI Strategy, AI Governance, AI Technology and Operations, Data Management, and AI Literacy. These findings informed the data strategy and implementation roadmap, including focus on building foundational capabilities to achieve the long-term vision for AI use at the State. We are providing continued support for the completion of priority year-1 projects, outlined in the strategy's implementation roadmap, including the following efforts to address foundational AI planning and execution: creation of a standard use case card template and assessment framework, evaluation of potential AI use cases for the State to explore, creating AI learning paths and literacy materials for the State's workforce, Microsoft Copilot implementation support, and AI prototyping. Alongside these AI oriented projects, we are also supporting 15+ initiatives related to data governance and stewardship, IT infrastructure re-architecting, creation of a public data hub, and creation of broader data literacy and organizational change support services.

Impact/Benefits: As a result of this ongoing engagement, there is a renewed energy and capacity for making the State of North Dakota a more data-driven organization evidenced in successfully completing nearly ten of its initial year 1 roadmap initiatives and expanding engagement and implementation efforts within the State's agencies. Momentum and focus exists towards scaling these efforts more broadly across state agencies, and expanding into its year-2 implementation projects.

Department of Justice (DOJ) Office of the Chief Information Officer, AI Strategy Services

AI Strategy, Implementation Plan, Stakeholder Engagement, AI Governance, Compliance, Risk Management

Situation: The DOJ Office of the Chief Information Officer required support services to assist them in driving enterprise adoption of AI, creating a governance structure, and cultivating a transparent and collaborative AI community. The client needed to develop an AI strategy and implementation plan to establish a common vision, overarching goals, and actionable objectives for AI.

Approach: To deliver this work, we conducted stakeholder outreach and performed market research to find common AI governance trends across the federal government, commercial organizations, and academia to identify gaps at the Department. Based on stakeholder engagement and market research, we developed strategic goals and the broader [AI Strategy](#), assuring it aligned to existing organization, business, and technology strategic priorities. To drive execution of the AI Strategy, we created a detailed roadmap and timeline outlining phases, workstreams, and specific activities required to implement the AI strategy. The implementation plan outlines dependencies and sequencing of activities for AI Strategy tasks and assigns owners to activities to execute and monitor the completion of tasks. As part of the implementation plan, we stood up the DOJ AI Community of Interest (COI) to serve as the principal Department-wide forum for uniting DOJ employees around AI standards, technology, policy, and acquisition. To support the AI COI in the dissemination of its AI work products and resources, we designed the DOJ AI Knowledge Hub as a repository for key Department AI guidance, the latest on AI news and events, connections to AI talent development, and AI collaboration opportunities. Additionally, we coordinated and oversaw the data collection process to gather requirements for federal guidance (OMB M-21-06) from Components and submit an agency plan to OMB. We have also been involved with the review of key guidance for the AI Inventory requirements as part of Executive Order 13960. We continue to support the DOJ AI COI in developing AI resources, such as standing up an AI test bed to provide Components a dedicated space needed to accelerate AI exploration, and facilitation of forums to gather potential AI Use Cases. We also support efforts to comply with Executive Order 11140 which requires agencies to prepare an annual inventory of their AI Use Cases and review them for any safety or rights impacting risks. We helped DOJ to establish a process for the collection, review, reporting, and publication of DOJ AI use case inventory that provides transparency into the Department's use of AI and meets the requirements outlined in federal guidance.

Impact/Benefits: The results of our engagement with the DOJ Office of the Chief Information Officer include the creation and release of DOJ’s public-facing website of an action-oriented AI Strategy vetted by the DOJ community to drive AI implementation. Additionally, we cultivated buy-in from key stakeholders across DOJ, including Component-level Chief Information Officers and staff. Lastly, we positioned DOJ to implement and track actions set in the strategy and establish collaboration channels and governance structure to manage AI.

Department of State Bureau of Consular Affairs (CA), AI Governance and Development

AI Strategy, AI Governance, Use Case Identification and Prioritization, AI/ML Implementation

Situation: The Department of State’s CA Office of Consular Systems and Technology (CST) required support in (1) the creation of an Artificial Intelligence (AI) governance framework compliant with OMB and Department guidelines and (2) the development of AI and data science use cases/solutions.

Our Approach: CST required assistance in understanding federal AI reporting requirements and implementing policy guidance on necessary risk management practices. We reviewed and organized the backlog of AI, data science, and Robotic Process Automation (RPA) use cases submitted by CA, and developed standardized processes for use case intake, evaluation, and governance. By creating tools such as glossaries, assessment rubrics, and visual process maps, we have facilitated the collection and assessment of all AI use cases within the Bureau. Building on this foundation, CST has tasked our team with developing a long-term AI strategy and management system to support the continuous identification, evaluation, and development of impactful AI initiatives within CA and support compliance with minimum risk management practices. CST’s initial priority use case targeted visa processes. The Assistant Secretary (A/S) for CA along with Visa Operations (VO) and CST wanted to improve the efficacy of the review process using machine learning modeling. While developing this model, CST and VO saw the need to develop other AI models to improve additional areas of the visa adjudication processes and the team is working to develop these with the client. Beyond this, our AI development team will take on additional priority CA use cases collected and assessed via the use case intake process we helped construct.

Impact/Benefits: This effort led to the submission of identified use cases to the Department’s Center for Analytics (CfA) for review and subsequent reporting to the Office of Management and Budget (OMB), meeting annual documentation and compliance requirements. Additionally, the Department’s AI strategy will enable long-term AI growth while implementation of priority use cases continues to improve agency processes.

Department of State, Department of International Organization Affairs (IO), Enterprise Data Strategy

AI/ML Implementation, Natural Language Processing, Software Development, Monitoring & Evaluation, Knowledge Management, Process Improvement

Situation: IO needed support to strengthen their culture of evidence-informed multilateral diplomacy, improve data access and quality, build robust data foundations, and develop valuable data tools and insights. Different client offices were at a differing stage of the data maturity lifecycle, further complicating efforts to create consolidated tools that could be used across the client’s infrastructure.

Approach: We supported the client across several tasks to build strong data foundations, including deploying and maintaining a SQL Server to standardize and consolidate 20+ unique datasets to serve as a centralized database. The team also led a working group to develop data management documents and policies, as well as a department-wide effort to generate master reference datasets (MRD). Once these strong foundations were built, we led data collection and transformation efforts to ensure that the client had the information needed to make strategic, informed decisions. The team used official tasking mechanisms, consensus building among all stakeholders, and consistent follow-up to improve data call response rates to over 90% in one case. After ensuring the client had strong data management and accurate, complete data, we began developing data tools and visualizations to drive insights. For example, the team developed an application that uses business rules, programmed logic, and AI/ML to identify areas within UN Resolutions that may undermine United States foreign policy. In another instance, the team helped to identify strategic partners at the UN by developing a predictive model to forecast United Nations member state assessment rates to determine each country’s capacity to pay in upcoming cycles. Finally, we developed and maintained 20+ Tableau dashboards visualizing key information to senior client leadership.

Impact/Benefits: Our support has given the client trustworthy, accessible, and well-managed data products to be used by Department of State and UN officials to advance United States policy and interests across international organizations. By deploying and maintaining the SQL Server and creating dashboards from this data, we strengthened the client's data culture whereby data and data visualizations are regularly included in briefings and papers to senior leadership. Our support of data calls and improved data collection allow the client to answer key research questions that they were unable to address previously. And finally, the developed tools that make use of machine learning and automation save the client time and improve their capacity to effectively practice diplomacy.

U.S. Immigration and Customs Enforcement, Personnel Security Process Improvement and Case Complexity Scoring

Machine Learning, Data Engineering, Stakeholder Engagement, Security Analysis, Project Management, Process Improvement, Documentation, Visualization

Situation: The client wanted to develop an automated scoring system that reads the standard federal clearance forms and automatically ranks the complexity of the case. The client's goal was to streamline their existing process, apply consistent methodologies, gain better insights, and enhance overall operational efficiencies.

Approach: To achieve this, we developed and deployed an automated flow which used AI and ML to score each case to aid in assigning the case to the appropriate party. The scoring model used an unsupervised deep learning neural network (multi-level perceptron) to predict an individual's case complexity. The case complexity algorithm is a 4-layer MLP model using the H2O autoencoding neural network package within the R statistical programming environment. We based the regression model used to draft the nonlinear variable importance plot on the gradient boosting machine algorithm, which can partially identify key response indicator variables from an autoencoding neural network. We developed a data engineering pipeline running on Virtual Machines (VMs) on the Enhanced Data Analysis Environment platform in the client's Amazon Web Services (AWS) Cloud. The team developed a Tableau Dashboard to present model results to client staff.

Impact/Benefits: The scoring model will aim to improve the client's case response time, allowing them to make their target goals and support the overall improvement of the former manual case process. The Tableau dashboard will give end users the ability to run various customized reports and efficiently manage resources.

Large Urban County, AI Readiness Assessment, Strategy, and Use Case Selection

AI Readiness, AI Strategy, AI Roadmap, Use Case Identification and Prioritization, Stakeholder Engagement

Situation: The client desired a comprehensive understanding of their readiness to adopt AI solutions across government entities. Their goal was to identify gaps in readiness and develop plans for maturation to implement prioritized AI use cases.

Approach: To deliver this work, we first developed an AI readiness assessment framework composed of seven dimensions: AI Strategy, AI Use Cases, AI Governance, Data Management, AI Technology and Operations, Talent (Workforce Skills and AI Literacy), and Culture. Our team conducted surveys, interviews, and focus groups with key stakeholders, and synthesized findings into detailed and executive level observations and recommendations. We coordinated with the Bureau to understand their target maturity for each dimension and produced recommendations to bridge those gaps, with guidance ranging from identifying which skillsets to bolster to which governance components (i.e., risk management, ethics, legal compliance) to mature. We then developed a 5-year AI strategy based on visioning sessions with leadership to define their vision and mission as well as on the AI readiness assessment recommendations. To action the 5-year strategy, we developed a 3-year AI roadmap that translated strategic goals and objectives into concrete tasks with assigned resources, ownership, and subtasks. Workshops with key stakeholders helped identify resource availability, key dependencies, and project durations, informing the roadmap and ensuring the plan was realistic and actionable. Alongside strategy and roadmap development, we developed an AI use case prioritization and governance model that the Bureau can implement using a lifecycle management approach. After collecting use case information from stakeholders across the County, our team worked with leadership to score them across weighted risk, feasibility, and value criteria, objectively prioritizing use cases by their cumulative score.

Impact/Benefits: The County was able to identify a short list of AI use cases that are feasible, provide high value, and support the mission, and has a process for objectively evaluating use cases going forward. The County also has a well-defined 5-year strategy for building the governance, skills, training, infrastructure and tools to enable responsible AI development and usage, alongside a roadmap for operationalizing that strategy.

In addition to the more detailed qualifications described above, the following table provides further evidence of our relevant experience across a range of organizations further demonstrating our ability to support the scope as defined in the SOW. Guidehouse is proud of our extensive experience supporting AI strategy and implementation efforts, tailoring to each organizations' unique needs, and aligning with all ethical, compliance, and regulatory standards.

Client Engagement	Relevant Capabilities and Experience
Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA), Analytics Strategy and Environment Development	Data Analytics, AI Strategy, Machine Learning, Business Intelligence Dashboard Creation
Lake County, Illinois, AI Policy Development	AI Governance, AI Software Evaluation Process, AI Risk Identification and Mitigation plan, AI Usage Policy, AI Trainings
Transportation Security Administration – Program Analysis and Strategic Support	Technical Advisory, AI and ML Strategy, AI Assessment, Discovery and Gap Analysis Stakeholder Engagement, Recommendations Report
City of Southlake, Texas, Master Technology Plan	IT Governance, Application Rationalization, Disaster Recovery Assessment, Future State Roadmap
Anonymous U.S. Security Agency, AI for Predictive Network Maintenance	AI Development, Cybersecurity, Security Strategy, Security and Privacy Policy and Regulatory Compliance
Texas Department of Transportation, Information Management Strategy	Enterprise Strategy, Future State Roadmap, Stakeholder Engagement
Anonymous U.S. Security Agency, Unsupervised Learning for Security Case Evaluation	Machine Learning, AI/ML Development, Testing and Release Management, Cloud Development (AWS, Databricks, Spark)
Anonymous U.S. Federal Agency, Hurricane Harvey Risk Assessment and Mapping Program	AI/ML Development, Data/AI Product Development, Stakeholder Engagement,
U.S. Life Science Company, Semantic Search Enablement	AI/ML Development, Data Product Development, Natural Language Processing (NLP), Stakeholder Engagement, Use Case Evaluation

5.0 Technical Proposal

Every organization is at a unique stage in their AI journey, requiring a partner that not only plans and implements AI effectively but also understands the distinct needs and approaches of each organization. As highlighted in the preceding section, our AI experience spans a wide range of clients of various types and sizes.

Below is a graphic illustrating our high-level approach to AI workstreams. Beginning in Section 5.2, we walk through each AI workstream in detail. We will tailor our approach to meet individual client needs, ensuring optimal outcomes and seamless AI integration.

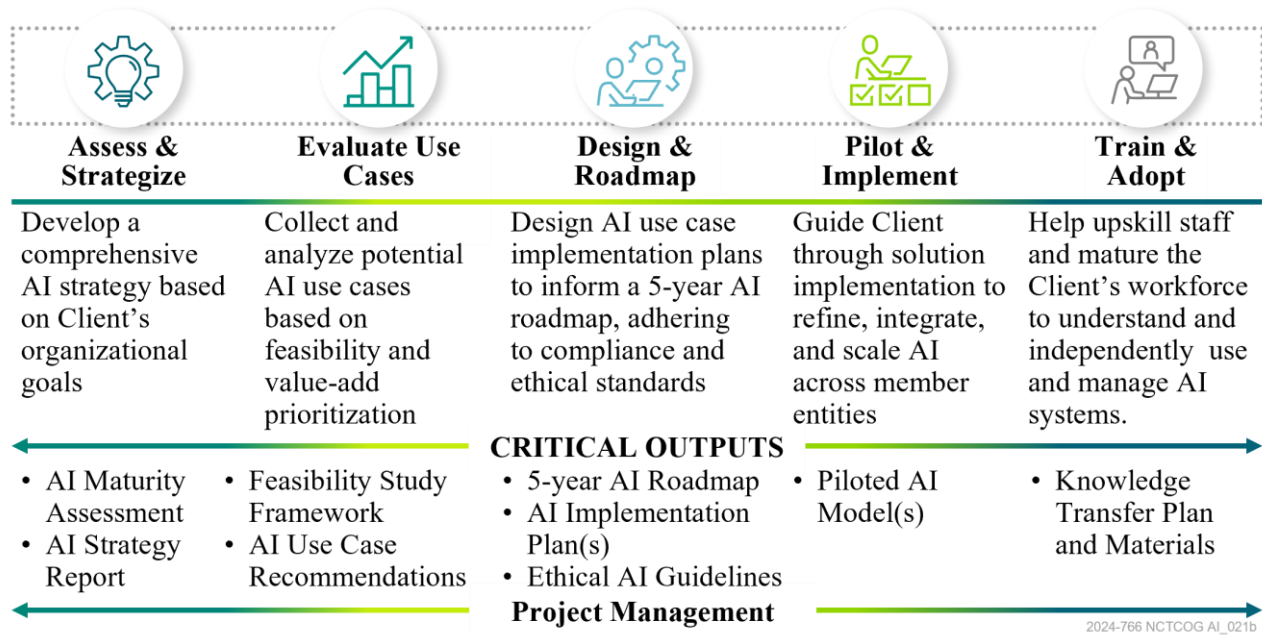


Figure 2. Guidehouse High Level Approach to AI Workstreams

5.1 Initiate the Project and Establish Governance

Once we begin a project, whether it focuses on end-to-end AI strategy and implementation or a single workstream (as defined in Figure 2), we always begin with establishing project planning and governance. Immediately following contract execution, we will coordinate with the organization to initiate the project, confirming relevant stakeholders, project approach, schedule, and other foundational activities. From the outset we prioritize establishing effective and clear lines of communications.

Conduct Project Kickoff and Objective Consensus: We will introduce the project team and their roles, review our approach, tasks, and timeline, and address any risks or issues. Following our project management standards (Section 5.7), we will work with client leadership to align objectives and share AI insights to enhance data value and support staff and residents.

Develop Project Plan: We will incorporate feedback from the kickoff meeting and deliver the project plan within 30 days of the Effective Date. This plan will include an organizational chart, a breakdown of tasks, timeline, and resources. Regular project status meetings with the executive team will be scheduled, with monthly meetings recommended to align and validate progress, depending on feedback and availability.

Discovery and Artifact Collection: We will engage with clients at their specific AI development stages. Our process includes interviews and workshops with key stakeholders to gather data and documents, defining key deliverables for the client's AI development objectives. These meetings help us evaluate the maturity of project inputs and establish necessary deliverables to support long-term goals.

Establish Key Participant Groups: We will first identify any existing AI groups within the organization and coordinate with project leadership to utilize existing groups or create groups as needed. Based on the scope and

size of the organization, we typically establish one or more key stakeholder groups identified in the table below, but this is contingent on specific project and client needs.

Table 1. Potential Groups to Enable Client Participation

Key Groups	Size	Key Characteristics
AI Executive Committee	3-15	<ul style="list-style-type: none"> Individuals who will provide guidance and final decisions on work products Authority to develop and execute an organizational vision for AI
AI Cross-Entity Working Group	5-80	Knowledgeable about business, technology, people, and AI needs

As appropriate for Texas clients, we will engage with the Texas Artificial Intelligence Advisory Council, Texas AI Center of Excellence, and AI User Group. For non-Texas clients, we will identify other key groups.

Integrate with Client’s Governance Structure and Establish Stakeholder Engagement: We align with the Client’s values through active listening and engagement to shape AI-related deliverables. Our team integrates with the Client’s governance structure for effective communication. This includes:

- **Governance Integration:** Engage with governance bodies to understand decision-making and reporting.
- **Stakeholder Engagement Register:** Capture essential stakeholder details for engagement and outreach.
- **Stakeholder Engagement:** Maintain relationships with stakeholders, actively engaging and communicating.
- **Collaboration Cadence:** Establish touchpoints, (e.g., weekly updates and monthly leadership meetings).

Establish Compliance Framework: We believe AI systems should be ethical, responsible, and beneficial. Compliance with regulations is essential for proper governance. We will work with IT stakeholders to create a sustainable compliance framework, including:

- **Documentation of Policies:** Aggregate requirements from local, federal, and internal documents.
- **Risk Assessment Tool:** Develop a tool to assess and monitor risks, classifying them as high, medium, or low.
- **Control Implementation:** Establish safeguards to address potential risks (e.g., data encryption).
- **Monitoring and Auditing:** Document the process for continuous compliance monitoring.
- **Incident Reporting:** Establish procedures for reporting and investigating compliance risks and violations.
- **Training:** Develop training documentation for staff awareness and compliance.

5.2 AI Strategy Development (SOW 5.2.1)

An AI Strategy should serve as a strategic blueprint to guide an organization in growing their AI adoption to enterprise scale and fully capitalizing on AI’s unique opportunities to deliver value, while managing risks of AI that otherwise inhibit adoption (e.g., ethical concerns, data, privacy, and risks). By aligning on an AI Strategy, the organization can achieve managed risk, smart investments, optimized data, consistent collaboration, and the organizational and workforce capacities needed to attain the desired future-state for AI.

Table 2. AI Strategy Information

Key Information for AI Strategy	
Key Tasks <ul style="list-style-type: none"> Identify AI use cases and client pain points, existing processes, challenges, and value Conduct an AI Needs and Readiness Assessment to identify current capabilities and gaps to future state Develop an AI Strategy to guide AI integration while addressing critical AI readiness gaps 	Key Task Inputs <ul style="list-style-type: none"> Information from client facilitated sessions, interviews, surveys, and artifacts Key Anticipated Outputs <ul style="list-style-type: none"> AI Use Case Submission Form Use Case Log AI Needs and Readiness Assessment AI Strategy Report
Objectives Supported MSA Sections 5.1.A, 5.1.C, 5.1.D, 5.1I	
Guidehouse Differentiators: Our proprietary AI Needs and Readiness Assessment delivers a customizable assessment that can begin as soon as the engagement starts. Additionally, as leaders in AI strategy, refined through our direct experience helping similar clients, we have expertise to build AI strategic plans that transform data, analytics, culture, and capabilities.	

5.2.1 Collaborate with individual departments to identify AI use cases and associated challenges

We will engage diverse stakeholders with high visibility into business operations, strategic goals, and pain points through two methods:

- 1) Facilitated Sessions:** Conduct sessions with departments and cross-functional groups to gather use case ideas, understand pain points, goals, existing processes, challenges, and the added value of leveraging AI. During each session, we will validate our understanding of the pain point that is trying to be resolved.
- 2) Use Case Submission Form:** Create an online form to capture stakeholder ideas effectively and consistently. We will review existing use cases and bring new ideas based on our experiences with other public sector agencies and markets. These will be shared with project leadership and any identified AI teams for review, and selected use cases will be entered into the AI Use Case Log for further development, as further described in section 5.3.5

5.2.2 Conduct a comprehensive needs assessment

After identifying AI use cases, we will assess needs to understand AI goals, identify gaps, and recommend steps to achieve desired outcomes. Using our **AI Needs and Readiness Assessment Framework** (Error! Reference source not found.), which was featured at the [2024 globally attended CDOIQ Symposium](#), we will evaluate the client's current capabilities in governance, data, skills, processes, and technology. This framework has been successfully used with other public sector entities to determine readiness for AI initiatives, such as the State of North Dakota and Cook County, IL.

Prior to initiating the assessment, we will refine to align with the client's needs. Our framework provides the structure and tools to analyze the critical dimensions within an organization that have a direct impact on how AI performs and integrates in the organization. The framework covers the seven key dimensions covered in **Table 3**.

Table 3. AI Needs and Readiness Assessment Dimensions

Dimension	Description
Strategy and Goals	Understand business goals, pain points, and needs. Assess how well the client develops and aligns historically around clear, thorough, executable, and funded strategies and plans.
AI Use Cases	Evaluate the framework for managing use cases, including criteria for identification and prioritization. Consideration and usage of human-centered design best practices and the organization's design methodology will be utilized.
Governance	Assess if governance structures, policies, and processes are in place to oversee AI initiatives and manage other technology projects and the historic ability to govern other technology initiatives. Governance will include risk, privacy, and ethical considerations.
Data Management	Assess the maturity of data capabilities, including data governance, management, data availability, data quality, and data operations for AI applications.
Technology and Operations	Assess the infrastructure, tools, and processes needed to support AI solutions, including platforms, services, security, and cloud capabilities. Address cybersecurity and technical risk management within this scope.
Talent	Assess the necessary workforce capacity (i.e., knowledge, skills) to perform AI-related tasks and the investment in talent acquisition and retention.
Culture	Assess the workforce's AI mindset and habits, and the organizational capabilities necessary to cultivate workforce mindset and habits (e.g., performance management, change management).

AI Needs and Readiness Assessment Steps

We will conduct the assessment in three phases. Phase 1 includes refining materials and creating a stakeholder engagement plan. In Phase 2, we deploy the assessment survey and interview key stakeholders. In Phase 3, we analyze results, develop recommendations, and prepare an executive presentation. The process will be fine-tuned based on project leadership guidance to fully meet the client's needs and engage the right stakeholders.

In addition to understanding AI goals and needs, our proven AI Needs and Readiness Assessment goes the extra step to provide recommendations for achieving the desired goal state and leveraging AI to achieve value. AI readiness is complex and is contingent on many other factors (e.g., data, technology, people, and governance capabilities). The assessment breaks down and addresses these complexities by examining existing documents and artifacts and actively engaging stakeholders every step of the way. It cannot be assumed that technology

infrastructures and/or people are inherently ready for the adoption of AI applications. The AI Needs and Readiness Assessment establishes a common understanding across the organization on the current state while identifying the largest gaps to close.

5.2.3 Develop AI Strategy Aligned with Organization’s Strategic Plan and Vision

Mindful strategic planning and investment are required to truly leverage AI to its greatest potential. We will support the client with developing an AI Strategy, creating a plan that integrates AI into the organization's objectives and operations, aligning with the existing strategic plan and vision, and addressing AI readiness gaps and training needs. Key components include:

- **Vision and Mission:** Articulate the future-state position for AI and how AI will support business objectives;
- **Guiding Principles:** Guiding principles will serve as motivational guidelines for any AI-related activities taking place within the organization. These principles will align AI strategy with business strategy, include acceptable AI use cases, and center human beings;
- **Goals and Objectives:** Major near-term priorities that support the long-term AI vision, serving as measurable targets for the AI Strategy; and
- **Responsible AI Practices:** Key practices that guide the development, deployment, and maintenance of AI products, managing risks. Examples include developing an ethical charter for AI activities, detailed model cards for AI systems, and legal compliance reports for AI systems.

AI Strategy Steps

As leaders in AI strategy, we have collaborated with numerous organizations like the DOJ, State of North Dakota, and Cook County to create transformative AI strategic plans. Each AI strategy is customized, leveraging our industry expertise while considering the organization’s unique current state, future needs, strategic priorities, funding, and culture. Our approach adheres to three key success factors for developing a successful AI strategy:

Stakeholder Engagement: Engaging stakeholders in the strategy development process enhances quality and secures buy-in for future AI initiatives.

Business Enablement: The AI strategy should align with business needs, using insights from AI Needs and Readiness Assessment and stakeholder conversations to highlight how AI can improve operations.

Leadership Commitment: Leadership support is crucial for AI strategy implementation. Engaging leaders during development promotes consensus and top-down support for AI priorities.

5.3 Feasibility Study and Use Case Identification (SOW 5.2.2)

Identifying use cases and assessing feasibility and value are essential for effective project planning. Through this foundational work, organizations can navigate the complexities of development with greater clarity and confidence, ultimately leading to more successful and impactful outcomes. We have extensive experience helping organizations identify and assess use cases, bringing our best practices and honed accelerators to each client.

Table 4. Feasibility Study and Use Case Information

Key Information for Feasibility Study and Use Case Identification	
Key Tasks <ul style="list-style-type: none"> • Develop a strong Risk and Prioritization Model to rank use cases based on agreed-upon criteria. • Analyze and score AI use cases using the Risk and Prioritization Model. • Review outputs of the Risk and Prioritization Model and finalize a prioritized list of use cases. 	Key Task Inputs <ul style="list-style-type: none"> • AI Needs and Readiness Assessment findings • AI Use Case Log Key Anticipated Outputs <ul style="list-style-type: none"> • Tailored AI Risk and Prioritization Model • Prioritized AI Use Cases • Feasibility Study with AI Use Case Recommendations in an AI Use Case Log
Objectives Supported MSA Sections 5.1.B. and 5.1.G	
Guidehouse Differentiators: Our proprietary Risk and Prioritization Model provides a tailored, methodical process to best prioritize AI use cases and ensure they deliver sufficient value to the organization, are feasible, and have acceptable levels of risk. Additionally, our AI and technology experts are experienced in helping organizations identify and prioritize AI use cases given our team’s deep industry knowledge of AI systems as well as governance over AI use cases prior to development and managing the associated backlog.	

5.3.1 Identify Potential AI Use Cases, Analyze Their Feasibility, and Assess Value

We will collaborate with the client to identify, assess, and prioritize AI use cases. Our approach includes three steps, outlined below.

Step 1: Identify Use Cases. Identifying and analyzing AI use cases requires organizations to pinpoint improvement areas and explore how AI can enhance operations and reduce workload. As described in Section 5.2.1, we will gather AI use cases via both facilitated sessions and the AI Use Case Form.

Step 2: Refine the AI Risk and Prioritization Model. While AI use cases are being identified, we can simultaneously collaborate with the client to refine the AI Risk and Prioritization Model that is used to evaluate each use case.

Demonstrate our AI Risk and Prioritization Model: We will provide an overview of the AI Use Case Risk and Prioritization Model, evaluating use cases based on value, feasibility, and risk. Our model comes packaged with many components, and can be used as-is or tailored to meet an organization's needs and preferences; it includes:

- Dimensions (i.e., value, feasibility, and risk) to understand use case feasibility and impact
- Criteria for assessing each dimension
- Questions for collecting criteria and dimension information
- Scoring methodology to help transition qualitative information to quantitative data
- Weights for criteria that can be applied to calculations for final scoring

Review the Client's Current Assessment Process: We will gather, review, and assess relevant current state processes regarding AI use case metadata collection and use case review. If no documentation exists, we will continue to the second step in this approach.

Conduct Series of Workshops to Refine the AI Risk and Prioritization Model: We recommend conducting workshops with leadership and stakeholders to refine the AI Risk and Prioritization Model, tailoring it to the client's needs. Workshops refine the risk/priority model and cultivate leadership buy-in. During the sessions, we:

- Validate current use case review process;
- Share and review the risk/priority model scoring questions;
- Refine the model's decision criteria, weightings, and scoring;
- Test AI use cases to adjust the review process for optimal speed and evaluation;
- Finalize the risk/priority model; and
- Discuss necessary tools, such as a Use Case Submission Form

Once the AI Risk and Prioritization Model has been agreed upon by workshop participants, we will send it to the Project Leadership and other relevant leaders for any feedback and final approval.

Step 3: Analyze and Measure Feasibility, Value, and Risk. The Feasibility Study begins with the evaluation and prioritization of use cases using agreed-upon criteria which are vital to support AI initiatives that align with strategic objectives and demonstrate value. We will use the AI Risk and Prioritization Model to evaluate each use case with the client's input. Our collaboration with business and technology leaders will help establish criteria such as compliance, cost savings, feasibility, and risk of bias. We will identify high-priority risks based on these assessments. The output will be an AI Use Case Log with value, feasibility, and risk scores. We will review and validate all use cases and scores with the client to finalize the AI Use Case Log and begin prioritization. We will collaborate to classify and analyze trends in the AI Use Case Log, grouping use cases into categories, such as:

- AI techniques (Machine Learning, LLM, Classification)
- Business functions (Enterprise, scalability)
- Stakeholders impacted by the AI use case
- Observed or expected impacts (High, Medium, Low)
- Alignment with organizational priorities and roadmaps

County-wide AI Strategy- AI Use Case Scoping

We instituted a customized risk and priority assessment model for a large Midwest urban county government where our team led sponsor outreach for the discovery phase and helped refine their AI use case backlog, organizing requests, providing a standardized approach to use case reviews. This was further supported by an AI use case evaluation framework and intake application that operationalized and scaled stakeholder engagement and planning.

5.3.2 Document Compliance Requirements (External and Internal)

We are well-versed in AI governance; our team of experts are familiar with all federal and Texas state laws surrounding data privacy, AI, and pending legislation that could impact technical operations at the organization. Using the Compliance Framework referenced in Section 5.1, we will ensure that all compliance requirements are documented and included in the AI Risk and Prioritization Model.

We will leverage the Compliance Framework to help us better analyze risks associated with AI use cases. By documenting internal and external policies, we can identify use cases that pose significant compliance risks. Collaborating with the client, we will ensure adherence to all relevant policies and compare compliance requirements to comprehensively assess risk and feasibility.

5.3.3 Provide Detailed Pros, Cons, and Risk-Benefit Analysis for Each Use Case

The Feasibility Study culminates in the creation of a detailed analysis of pros, cons, and risk-benefits for each use case which is vital for prioritization and decision-making. After scoring use cases with the AI Risk and Prioritization Model, we can summarize findings in slides, providing a snapshot of value, feasibility, and risk for reviewers and leadership. Additional information on pro, cons, and risk-benefits includes:

- **Pro:** A pro will reflect a positive benefit of the use case, whether technological, financial, or operational
- **Con:** A con will reflect a negative effect of the use case, whether quantitative or qualitative.
- **Risk-Benefit:** A risk-benefit analysis will illuminate the risk level and determine its acceptability

When developing this analysis, we will produce findings relevant to organizational priorities using the Risk/Priority model. The pros, cons, and risk-benefit analysis will help inform prioritization and ensure reviewers can accurately determine the use case's priority level.

5.3.4 Ensure Feasibility Study Includes Considerations Related to Data Strategy

As a part of the Feasibility Study, we will consider the level of effort and investment needed to enable data for each use case. We will consider data uptime, reliability, collection, storage, quality, standardization, accessibility, DataOps, monitoring, logging, governance, cataloging, privacy, security, and lifecycle policies.

5.3.5 Prioritize Use Cases Based on Impact and Ease of Deployment

Based on the results of the Feasibility Study and client priorities, we will provide a list of **AI Use Case Recommendations**. The output from this step is an AI Use Case Log with use cases prioritized based on their value, feasibility, and risk scores. We will deliver a groomed list of AI Use Cases identified along with each use case's prioritization level. The prioritized list of use cases will give the organization a clear, actionable path to determine which use cases to pursue and sequence on the roadmap.

5.4 AI Solution Design and Roadmap (SOW 5.2.3)

AI solution design, roadmap, and implementation plan are crucial elements in ensuring the successful execution and integration of AI technologies within an organization. A well-structured AI solution design provides a clear framework for addressing specific business needs, identifying potential challenges, and delineating the technological requirements necessary for development. Meanwhile, an AI roadmap and implementation plan serve as strategic guides, outlining the various stages of AI adoption, from initial experimentation to full-scale deployment, ensuring that resources are effectively allocated, and milestones are met in a timely manner.

Together, these tools not only enhance the efficiency and scalability of AI projects but also foster innovation and competitive advantage by aligning AI initiatives with the organization's long-term objectives.

Table 5. AI Solution Design and Roadmap

Key Information for AI Solution Design and Roadmap	
Key Tasks <ul style="list-style-type: none"> • Develop detailed design concepts for prioritized use cases to better understand technology needs and capabilities. • Develop a comprehensive roadmap outlining requirements, milestones, timelines, and implementation planning. • Using concept designs, perform a cost analysis of use cases to understand the total cost of ownership. • Create an AI Implementation Plan and Pilot Implementation Plan based on the roadmap. 	Key Task Inputs <ul style="list-style-type: none"> • AI Needs and Readiness Assessment • AI Strategy • Feasibility Study and AI Use Case Recommendations Key Anticipated Outputs <ul style="list-style-type: none"> • Conceptual design of AI models, frameworks and tools • 5-Year AI Roadmap • Detailed AI Implementation Plan

Key Information for AI Solution Design and Roadmap	
<ul style="list-style-type: none"> Formulate a set of AI ethics guidelines to help the client monitor and align to internal and external regulations. 	<ul style="list-style-type: none"> Cost Analysis Report Detailed Ethical Guidelines Documentation and Measures
Objectives Supported: MSA Sections 5.1.B. and 5.1.G	
Guidehouse Differentiators: Our AI experts, with significant years of experience, help clients design scalable AI solutions and provide accurate cost estimates. Our AI compliance framework, created by our AI technology professionals, quickly establishes best practices in AI ethics, adapting as AI evolves.	

5.4.1 Research and Document External and Internal Compliance Requirements

We will research both internal and external compliance requirements and based on findings include internal and external policies in our Compliance Framework (Section 5.1) to ensure all relevant AI-related procedures, ethical standards, and priorities are documented. We will:

- Research internal and external regulations and standards
- Consult with regulatory bodies and legal advisors as appropriate
- Document applicable laws, regulations, and standards

Additionally, we will provide the client with a concise summary of all rules and regulations affecting their AI development.

5.4.2 Design Appropriate AI Models, Frameworks, or Tools for Selected Use Cases

Our AI and technology SMEs will use information from the AI Use Case Log and the Feasibility Study to develop preliminary design of AI models, frameworks, and tools that are required to support prioritized use cases, infrastructure, and operations. While these components can be preliminarily designed, it is important to note that final design and implementation of AI models, frameworks, and tools is enabled through the AI Roadmap (Section 5.4.3) and AI Implementation Plan (5.4.4).

Our AI experts have experience designing AI solutions, pinpointing specific modeling techniques, frameworks, and supporting technology that will give the client a blueprint for what data and technology is needed and how these components all work together. We will leverage and further build upon the AI Compliance Framework discussed in Section 5.1. We will assess all requirements brought forth by the client related to the use cases (e.g., desired outcomes, expected impacts, problem statements, data requirements) to produce efficient technology stack recommendations that align with the client’s goals and can scale across the organization. Additionally, we will consider modeling techniques and necessary technology, such as robotic process automation (RPA), NoSQL databases, APIs, or cloud services. After developing design concepts, we will identify trends to explore shared service models and reduce development efforts.

5.4.3 Provide A Comprehensive 5-Year Roadmap and AI Implementation Plan

The creation of a roadmap outlines the plan to transition from the current to the desired state, prioritizing capabilities in governance, data access, AI skills, processes, technology, and infrastructure needed for AI initiatives. The roadmap will sequence AI use cases and projects that build foundational AI capabilities for the client and stakeholders. These may include infrastructure, technology for AI use cases, data management, AI model development, training, change management, and ethics. We will document the duration and complexity of roadmap components, project dependencies, and key support roles, serving as a foundation for detailed work plans. As priorities shift and technology evolves, the roadmap will need updates and socialization. Our approach will ensure an actionable AI roadmap for the client.

Step 1: Determine Roadmap Components. Prior to developing the roadmap components, we will consult with leadership to establish the desired timeframe and scoping expectations (e.g., budget availability to implement AI initiatives). During this initial step, we will work with the client’s stakeholders to review and select roadmap initiatives, software investments, and AI activities for the AI Roadmap. We will:

- Leverage the AI Strategy including the AI vision, mission, and guiding principles to inform roadmap contents.
- Review the gaps identified in the AI Needs and Readiness Assessment, as well as requirements from the prioritized use cases, to determine additional foundational infrastructure and data management capabilities needed to support overarching AI goals and use cases.
- Incorporate information from the preliminary design of AI models, frameworks, and tools.

- Develop a list of agreed-upon AI initiatives to establish AI governance, enable technology and infrastructure, implement prioritized use cases, enable data that is fit for purpose, and build AI skill sets.

Step 2: Conduct Prioritization and Dependency Analysis. During this step, we will collaborate with the client to prioritize AI Roadmap activities and understand dependencies. Priorities identified in the AI Needs and Readiness Assessment and AI Strategy must be considered alongside factors impacting feasibility. Our dependency analysis will include:

- **Task Sequencing:** Certain tasks must be completed in a specific order due to logical or technical constraints. For instance, you cannot test a product feature before it is developed.
- **Resource Availability:** Projects often depend on the availability of critical resources, such as specialized personnel, equipment, or budget. If these resources are allocated to other projects, dependencies arise.
- **Interdependent Teams:** Collaboration between different teams can create dependencies.
- **External Factors:** Dependencies can also result from external factors such as regulatory approvals, market conditions, or vendor deliveries. These elements can significantly impact the project timeline.
- **Milestone Synchronization:** Aligning project milestones with those of other initiatives within the organization ensures that all parts move cohesively towards the overall business objectives.
- **Risk Management:** Identifying and managing risks often leads to the creation of dependencies. Contingency plans may need certain conditions to be met before proceeding.

Step 3: Sequence Roadmap Components and Develop Metrics. Following prioritization, we will sequence AI use cases, initiatives, and projects on the roadmap to ensure organized progress, reducing freelancing in AI efforts. We will identify quick wins and critical business priorities, planning pilots and deployments across the enterprise. Executive sponsorship will be sought to promote projects and foster innovation and trust among employees, ensuring alignment with organizational priorities.

We will develop metrics to measure the success of AI initiatives by understanding strategy and use case needs. We will draft metrics with recommended data sources in Microsoft Excel and refine through stakeholder conversations. Key questions include: Is the metric helpful for oversight; Are there existing data sources for automation; and can manual maintenance be done until automation is set up? Example metrics include AI deployment alignment, actual versus planned hours, adoption percentage, and user satisfaction scores. Key performance indicators (KPIs) will provide concrete, quantitative goals to measure success, gauge project outcomes, and identify focus areas for the client.

Step 4: Validate, Refine, and Finalize Roadmap. After sequencing the roadmap, we will conduct facilitated sessions with stakeholders to review and refine the AI Roadmap. We will collaborate with project leadership to prioritize feedback, leverage active stakeholders, and align timelines, dependencies, and resource constraints. AI subject matter experts will validate support roles to ensure alignment with technical requirements. For parts of the roadmap heavily dependent on specific agencies, we will schedule additional workshops to align with their resources before finalizing the roadmap. These workshops are essential to ensure the roadmap is feasible, within budget and timeline constraints, and free of conflicts. We will then support final approvals and complete the roadmap.

5.4.4 Develop a Detailed AI Implementation Plan

In conjunction with the 5-year AI Roadmap, we will develop an AI Implementation Plan to help guide execution of the roadmap. The purpose of an AI Implementation Plan is to provide a structured framework that guides the deployment of AI technologies within an organization. It outlines the strategic objectives, identifies the necessary resources, and establishes the processes and protocols required for successful implementation. By clearly delineating each step, from initial assessment to full-scale deployment, the plan ensures that AI projects are aligned with the organization's goals, risks are mitigated, and the potential for innovation and efficiency is maximized. This systematic approach not only facilitates smooth integration but also fosters a culture of continuous improvement and learning, enabling the organization to adapt and thrive in a rapidly evolving technological landscape. Our AI Implementation Plan will include necessary information, processes, and protocols for ongoing AI implementations and will include:

- **Data Collection and Preparation:** Gather, clean, normalize, and ensure data quality to provide a solid foundation for AI models.

- **Select Appropriate AI Technologies:** Choose suitable AI algorithms, tools, and platforms that align with objectives and available data.
- **Develop and Train AI Models:** Build and train AI models, iteratively testing and refining them to enhance accuracy and performance.
- **Integration and Testing:** Integrate the AI solution with existing systems and conduct thorough testing to resolve technical issues.
- **Deployment and Monitoring:** Deploy the AI pilot in a controlled environment, monitor its performance, and make necessary adjustments.
- **Evaluation and Iteration:** Evaluate the outcomes based on success criteria, gather stakeholder feedback, and iterate on the solution.
- **Scalability Planning:** Plan for scaling the AI solution across the organization, identifying additional use cases and preparing for adoption.
- **Change Management:** Plan for implementing changes throughout the organization, with a focus on communications and education.

Since the AI landscape and new advancements continue to evolve, the AI Implementation Plan should be periodically reviewed and revised to take advantage of best practices and AI innovations.

5.4.5 Provide Comprehensive Cost Analysis for Proposed Solutions

We understand that all organizations want to make strategic investments that deliver value. After creating tailored designs and understanding technical specifications for the client's selected use cases, we will assess gaps in technology and procurement vehicles that the client currently maintains, conduct market research to pinpoint specific technology solutions, and perform a cost analysis on procuring new technology as well as expanding currently maintained technology to support AI workloads and use cases.

Assessing Gaps in Technology and Procurement Vehicles. After designing use cases, we will research the client's current IT ecosystem to find products or procurement vehicles that support the proposed AI solutions. This aims to reduce negotiation and procurement time, offering potential cost-savings. We will examine current databases, cloud environments, big data technologies, and other essential networking and security technologies.

We will also examine the organization's human capacity to support new AI use cases by assessing both technical and non-technical staff. This ensures the client has the necessary internal or external expertise for technology management and project facilitation. All findings will be documented in the Cost Analysis Report.

Conduct Market Research. Once we know which technologies can and cannot support AI workloads in the client's environment, we will research and recommend technology to bridge these gaps. Our recommendations for new technology will be based on how many business and technical requirements the new technology meets, how the price deviates from market value of similar technology offerings, and the trustworthiness and credibility of the vendor or original equipment manufacturer (OEM) to provide a safe, secure, and compliant product or service. We will document all technology recommendations and supporting rationale in the Cost Analysis Report deliverable.

Cost Analysis of New or Current Technology. Next, we will calculate the total investment needed for new and existing technologies, including:

- Software costs, such as purchasing, licensing, implementation, and data migration costs, as well as any potential disruptions.
- Human Capital costs, such as staff cost for any AI development and monitoring, as well as training costs and potential hiring or contracting of new resources.
- Infrastructure costs, including scaling requirements and anticipated usage levels, including storage, high-availability, backup, disaster recovery, and compute costs.

We will also outline anticipated cost-savings, revenue increases, and other returns on investment. Lastly, we will evaluate the cost efficiency of current technologies in supporting new workloads. We will provide calculated estimates for the total cost of ownership for new or existing technology products to support selected use cases throughout their lifecycle to account for ongoing maintenance and updates. The Cost Analysis Report deliverable will help inform roadmap initiatives, such as training, hiring, or establishing new infrastructure, and give the

client the information necessary to make crucial budgetary decisions related to how they implement and operationalize AI use cases in their environment.

5.4.6 Ensure AI Solutions Align with Ethical Guidelines and Public Sector Regulations

We will develop detailed documentation on ethical AI guidelines. We will leverage the Compliance Framework discussed in Section 5.1 and Guidehouse's AI Governance Framework, which was crafted by our team of AI and technology experts and includes ethical work products for teams and AI models and takes into consideration the NIST Trustworthy and Responsible AI, EU's Ethical Guidelines for Trustworthy AI, and the Government Accountability Office's AI Accountability Framework. We will specifically tailor this list to the client's strategic priorities and concerns to meet critical requirements and can develop AI systems responsibly and ethically.

We believe that the best way to ensure alignment to specific guidelines with AI systems is to maintain documentation where the client can clearly pinpoint areas of risk, noncompliance, and other concerns throughout development and the lifecycle of an AI system. To help audit AI systems for compliance and alignment, we will develop a list of recommended actions to help measure and ensure AI solutions align with ethical guidelines and regulations. The list of recommended actions is dynamic and will help the client stay updated with new developments in the world of AI.

Error! Reference source not found. lists potential ethical planning considerations from **our AI governance framework**. We can also use AI technology to monitor ethical concerns with tools like Immuta, AI Fairness 360, and AI Explainability 360 to automate governance practices. These guidelines will form the AI ethics guidelines deliverable.

Table 6. Sample List of Ethical Considerations and Supporting Documentation

Ethical Guideline or Requirement	Potential Work Products/Documentation
Complying with relevant laws and regulations	<ul style="list-style-type: none"> A legal compliance checklist or report for each AI system, demonstrating compliance with relevant laws and regulations.
Respecting data privacy and securely storing data	<ul style="list-style-type: none"> A template risk assessment report for each AI system, outlining potential security vulnerabilities and safety risks, along with mitigating measures. A template Data Protection Impact Assessment (DPIA) for AI systems with personal data
Abstaining from negative social impact and biased outputs	<ul style="list-style-type: none"> A list of audit resources and a regular report showing bias testing results and any actions taken to address findings. A template impact assessment report for each AI system, outlining potential economic and social effects and remediation steps.
Having understandable outputs	<ul style="list-style-type: none"> A detailed AI model card template or fact sheet for each AI system, demonstrating its capabilities, primary function, output data, performance metrics, training data, and potential limitations.
Maintaining validity, robustness, and reliability	<ul style="list-style-type: none"> A template testing report for each AI system that shows performance under a variety of conditions with actions to improve model performance (e.g., drift monitoring, outlier detection, adversarial testing).
Having clear lines of accountability	<ul style="list-style-type: none"> Responsible, Accountable, Consulted, Informed (RACI) matrices. Defining roles and responsibilities for AI development and operation.

5.5 Pilot Testing and Implementation Support (SOW 5.2.4)

Following design and planning, we will support the client in refining, integrating, and scaling pilot AI solutions. This includes controlled testing, risk mitigation, and validation of ethical and legal standards. By implementing pilot AI solutions, collaborating with stakeholders, and providing post-implementation support, we promote

effective integration and scalability. Our goal is to maximize AI investment returns, enhance efficiency, and foster innovation. The AI implementation lifecycle is outlined in **Figure 3** below.



Figure 3. Pilot Discovery and Development Process

Table 7 lists key activities for pilot testing and implementation. Leveraging Guidehouse differentiators and a well-executed plan, we can provide an exceptional Pilot Implementation Plan deliverable.

Table 7. Pilot Testing and Implementation Support

Key Information for Pilot Testing and Implementation Support	
Key Tasks <ul style="list-style-type: none"> Conduct exploratory data analysis and data preparation Conduct solution development and testing Develop performance measures Implement solution scaling, optimization, and integration planning 	Key Task Inputs <ul style="list-style-type: none"> AI Roadmap Conceptual design of use cases AI Implementation Plan Key Anticipated Outputs <ul style="list-style-type: none"> Pilot Implementation Plan Working pilot solution
Objectives Supported: MSA Sections 5.1.E, 5.1.H	
Guidehouse Differentiators: We have experience across diverse domains, including data analytics, machine learning, and business intelligence, uniquely positions us to deliver a comprehensive AI pilot program and seamlessly scale it to full production.	

5.5.1 Guide Organization Through Implementation of Pilot AI Solutions

While moving from an idea to a pilot implementation can be challenging, we have the requisite experience and skills to make this process as seamless as possible. We will build on the 5-Year AI Roadmap and Pilot Implementation Plan to guide the client in implementing pilot AI solutions.

Pilot Alignment Phase. We will lay the foundation by articulating the project's anticipated outcomes, integrating these goals with existing strategic goals, business processes, and pinpointing the most informative data sources. At this stage, we also conduct an impact analysis to assess the alignment of the anticipated impact of the AI solution on the organization's goals. We engage in a rigorous evaluation of the project's feasibility and its potential to drive value, setting precise metrics and allocating the necessary resources to enable success.

Pilot Ideation Phase: We will generate ideas and conceptualize solutions for the pilot solution. Initial exploratory data analysis and solution design sessions are key activities in this phase.

Pilot Planning Phase. During the pilot planning phase, we will develop a Pilot Implementation Plan. The purpose of a Pilot Implementation Plan is to serve as a preliminary framework guiding the deployment of new technologies or processes within an organization on a smaller scale before a full-scale implementation. It aims to test the feasibility, functionality, and impact of the proposed solution, identify potential risks and challenges, gather initial feedback, and make necessary adjustments. This approach allows us to address issues early, and it provides valuable insights and data to refine the overall strategy, thereby increasing the likelihood of success and minimizing disruptions during wider adoption. The plan will include guidance on how to capture and utilize the following:

- Purpose and Scope:** Capture the purpose, objectives, and scope of the pilot.
- Project Details:** Capture the project description, key stakeholders, and expected outcomes.
- Feasibility Study:** Evaluate and document feasibility, including technical, operational, and financial feasibility.
- Risk Assessment:** Evaluate and document identified risks and mitigation strategies.

- **Implementation Plan:** Document the timeline and key milestones, resource allocation, and roles and responsibilities.
- **Testing and Evaluation:** Document the testing methodologies, evaluation criteria, feedback collection.
- **Initial Feedback and Adjustments:** Gather feedback, analyze results, and make adjustments.
- **Reporting:** Document and share progress and final reports.
- **Conclusion:** Capture pilot findings and recommendations for next steps.

Pilot Discovery Phase. We will collaboratively work with the client to set forth clear objectives aligned with the business imperatives. We uncover problems and opportunities that can be solved with AI through stakeholder interviews and assess the availability and quality of the data needed to develop the solution.

Pilot Development Phase: We will develop the AI model and/or implement vendor solutions and then conduct testing and refinement. We enhance model performance by isolating the most impactful features from the vast pools of data at our disposal. In solution development, we select algorithms that promise the most potent results and subject our models to a disciplined training regimen. Error analysis is conducted with surgical precision, enabling us to fine-tune our models to peak performance. In addition, we are committed to meticulously collecting, securing, and preprocessing data, to ensure its readiness for the analytical rigor ahead. Labeling accuracy and the organization of data are paramount, as they set the stage for the sophisticated feature engineering and selection tasks that follow. For our deep learning endeavors, we embark on a neural architecture search to discover the optimal network configurations that will deliver on our ambitious performance metrics. At the conclusion of this phase, we have developed a working pilot solution.

5.5.2 Work with Stakeholders to Evaluate Pilots, Troubleshoot Issues, and Refine Solutions

Throughout the pilot implementation process, our team will work alongside your staff to evaluate the performance of each AI solution. We will lead periodic audits to verify compliance with governance policies and identify areas for improvement. We will employ a combination of quantitative and qualitative methods to assess the outcomes, providing detailed reports that highlight both successes and areas for improvement.

Pilot Validation Phase: Upon model maturation, we transition to validation, which is far from the end of our journey. This phase is intended to determine the effectiveness of the developed solutions and gather information for scaling. Here, our models undergo real-world trials, where their robustness is tested, and adaptability is honed. Based on the particular use case the pilot solution is supporting; we will identify and advise the client on testing strategies and protocols. Testing recommendations will include considerations around key risk areas and implementation questions that arise from stakeholder and planning discussions (e.g., model bias, ethical usage scenarios, legal standards, end-user abuse cautions). Our recommendations will account for upfront testing during development, initial release testing and monitoring, and continuous testing of AI models and technologies.

After deployment, it is important to continuously monitor the models, so they continue to produce as anticipated. The continuous monitoring guidance will involve biannual testing of the models with a comparison to initial benchmarks, expectations, and results. Documentation and steps to address the findings will be included in strategy and protocol recommendations.

We will monitor the solution's performance against established KPIs, including technical metrics like F1, Precision, Bilingual Evaluation Understudy (BLEU), and non-technical metrics such as Latency and Resource Usage. Specifically, for generative AI-powered solutions, we will conduct Red Teaming efforts to assess the solution's boundaries and limitations. All findings will be meticulously documented and regularly communicated with stakeholders. Additionally, we will collect feedback from pilot test users through surveys, interviews, and by analyzing usage analytics data.

Lastly, we will incorporate automated AI testing strategies into its recommendations to allow the client to plan how to best identify error and potential bottlenecks with a future AI product. Advantages of AI automated testing include enhanced accuracy, savings in time and money, greater test coverage, enhanced defect tracing, and improved regression tests. These tools may include:

- **AI analysis tools:** Analyze historical data and test results to predict areas that are likely to fail. This helps quality assurance teams focus on high-risk areas.
- **AI-driven load testing tools:** Simulate thousands of users interacting with an application at once. This helps identify performance bottlenecks and scalability issues.

- **Natural Language Processing (NLP):** Allows testers to write test cases in plain language, which the AI-powered tools can then interpret and convert into executable scripts.

Throughout the lifecycle, we will embed the principle of Data-Centric AI. We recognize that data is not a static entity but a dynamic one that requires continuous refinement to propel model performance forward. Similarly, MLOps is an integral part of our philosophy, reflecting our commitment to sustaining high-quality data throughout the project's lifespan. Our approach is iterative by design, as we embrace the influx of new data to perpetually analyze, refine, and enhance our AI/ML systems. This iterative process is crucial for fine-tuning the AI solutions and ensuring they align with client goals and objectives. By maintaining open lines of communication with your team, we enable rapid prototyping techniques to progressively elaborate and refine solutions while maintaining the ability to course correct before over investing in the solution.

5.5.3 Offer Post-Implementation Support for System Integration and Scaling AI

During post-implementation, we will continue to support the integration of the AI solutions into the client environment and its member entities existing systems.

Pilot Scaling and Integration Phase. We understand that scaling AI across an organization can be challenging, and our team is equipped to provide the necessary guidance and technical assistance. We will support the client in gradually scaling AI initiatives, while verifying that governance structures are capable of handling increased complexity and volume as AI applications expand. This includes training staff, developing integration plans, and ensuring that the AI solutions are scalable and sustainable.

Our goal is to enable a seamless transition from pilot testing to full-scale implementation, thereby maximizing the return on your investment in AI. System integration for AI pilots can take on various levels of complexity based on the particular use case. We will leverage a systems integration framework that serves as an adaptable starting point for integrating and scaling AI solutions. By encapsulating planning, data management, technical integration, testing, documentation, and governance we have developed an effective and repeatable process. Our cross-functional team of experts will guide NCTCOG through the framework to include:

- **Adaptation of Existing Models:** Adaptation of the existing models to fit the operational environment. This may involve retraining the models with new data, adjusting parameters, and optimizing performance.
- **Integration with Legacy Systems:** This may require custom connectors or middleware to bridge compatibility gaps and ensure smooth data exchange through APIs.
- **Scalability Considerations:** Supporting increased data volumes and user loads as it is scaled across the member organizations may involve algorithm optimization, enhancing infrastructure, and implementing load balancing techniques.
- **Feedback Loop for Continuous Improvement:** Establish a feedback loop to continuously gather input from users and stakeholders. Use this feedback to make iterative improvements to the AI solution, ensuring it remains relevant and effective over time.
- **Regulatory Compliance:** Ensure that the AI solution and its integration comply with relevant regulations and industry standards. This includes data protection laws, cybersecurity standards, and ethical guidelines.
- **Governance Framework:** Establish a governance framework to oversee management and use of an AI solution, including defining roles/responsibilities, policies/procedures, and oversight mechanisms.

The strategic importance of pilot testing and implementation support cannot be overstated. By starting with pilot projects, your organization can mitigate risks and gain valuable insights into the practical applications of AI. This approach enables a controlled environment to test and refine solutions before a broader rollout. We are experienced in managing these processes such that your organization can leverage AI to enhance operational efficiency, improve decision-making, and foster innovation effectively. We are dedicated to helping the client achieve these outcomes through a structured and supportive approach to AI implementation.

5.6 Training, Adoption, and Capacity Building (SOW 5.2.5)

The importance of training and capacity building for AI cannot be overstated. As AI technology becomes increasingly integral to business operations, organizations must prioritize the development of a skilled and knowledgeable workforce. Through comprehensive training programs, capacity building initiatives, and a culture of continuous learning, organizations can harness the full potential of AI, drive innovation, and achieve sustainable growth. We bring robust experience in helping organizations achieve and sustain an AI learning culture and enable staff AI capacities.

Table 8. Training, Adoption, and Capacity Building

Key Information for Training, Adoption, and Capacity Building	
Key Tasks <ul style="list-style-type: none"> Establish periodic progress review meetings with prepared agendas Identify advanced AI topics to address needs, arrange training sessions, and develop training materials Identify and support the pilot testing and rollout, providing guidance and monitoring progress Create a platform for collaboration, encourage participation, and organize meetups 	Key Task Inputs <ul style="list-style-type: none"> AI Strategy AI Roadmap and Implementation Plan Documentation from AI pilots and projects Key Anticipated Outputs <ul style="list-style-type: none"> Communication and OCM Plan Staff Training Session Knowledge Transfer Plan and Materials Final Project Report (project evaluation, outcomes, and recommendations for further integration)
Objectives Supported: MSA Sections 5.1.F Guidehouse Differentiators: We leverage ADKAR to enable successful and sustainable AI adoption. We offer tailored training programs with engaging materials and technical skill development. We have experience in AI system implementation and can provide a succinct OCM plan, ongoing support, and effective monitoring.	

5.6.1 Provide Training Sessions and Materials for Staff on AI Tools and Best Practices

After the AI planning and designs, we will assist clients in training, adoption, and capacity building. While AI offers exciting opportunities, it can be overwhelming for the workforce and stakeholders. Successful AI implementation requires a prepared and comfortable workforce. The best AI tools and use case solutions will fail if they are not supported and utilized by a workforce and culture that is comfortable and prepared for their responsible use and maintenance. Therefore, strong communications, engagement, and training are crucial for both technical and general government resources engaging with AI solutions.

Organizations often focus on upskilling AI developers and MLOps roles, but it is equally important to train the broader workforce. AI impacts client work environments, so training must help employees adapt to change and alleviate fears of job loss. Training should be accessible and gradual, allowing all employees to understand and excel with AI. Organizational success relies on proactive employee training and investment.

To enable successful implementation of AI, we utilize the structured ADKAR method, which stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. First, we will create awareness among client stakeholders about the need for AI and its benefits. Next, we will foster a desire to support and participate in the change. We will then provide the necessary knowledge through training and resources to equip our teams with the skills required for AI integration. Following this, we will develop the ability to implement AI solutions effectively through hands-on experience and pilot projects. Finally, we will conduct reinforcement activities by monitoring progress, providing feedback, and celebrating successes to sustain the change. By following the ADKAR method, we can systematically and successfully integrate AI into our operations.

As AI becomes more ingrained in business operations, organization employees' AI literacy competencies and skills will need to be developed throughout the organization. Continuous training and knowledge sharing is critical to build the necessary workforce knowledge, skills, and acumen required to successfully develop, deploy, and leverage AI across all levels of the client. We believe in taking a holistic approach to AI workforce training – enabling employees to take the training they need to bridge the gaps for their current and future jobs, become comfortable with AI tools in daily work, and think innovatively and responsibly to further leverage AI throughout the organization. Our training programs are based on the organization's strategic goals and ensures that employees at all levels are equipped with the skills and knowledge they need to thrive in their evolving roles.

We understand everyone has busy schedules and training easily falls off an employee's to-do list. Continuing to build awareness and momentum is critical to implementing workforce training and organizational transformation. As part of the Administrative Function for the AI training program, we will create a Communication and Change Management Plan. This plan provides guidance for continuing to build awareness and shift the workforce culture to one of training enthusiasts. For example, the plan could include regular notifications, congratulatory announcements, friendly competitions and rewards, and other engagement mechanisms.

As the Client matures with AI, we generally recommend reassessing training needs every year. With the speed of AI innovation, it may be necessary to re-assess some personas and training goals on a six-month basis. During

this piece of the training lifecycle, AI training program is assessed against Client goals and against the feedback obtained through the various evaluation methods listed above. Training gaps or potential changes are documented and prioritized by leadership. Based on the agreed-upon changes, the training program is updated.

5.6.2 Facilitate Workshops to Build Internal AI Capabilities and Foster a Culture of Innovation

By developing share-and-learn channels and formal learning groups, the client can encourage AI interest and foster capabilities among its employees. For example, share-and-learn channels, including an AI Community of Practice (CoP), a designated SharePoint site, and brown bags will provide employees with resources and a platform to ask questions and share knowledge. Training cohorts will allow employees to learn side-by-side, build stronger bonds, and contribute to longer-term knowledge sharing.

Training sessions will be delivered throughout the AI Assessment, AI Strategy, AI Maturity Plan, AI Support Model, and AI Roadmap components of Year 1 activities. In addition to the formal educational resources and training points, our delivery includes stakeholder engagement that concentrates on building awareness, buy-in, and baseline knowledge of the intent, outputs, and stakeholder engagement points of the project. We will consider and collaborate with Client to determine any targeted trainings that may be necessary as part of any technical planning and solutioning to support organizational readiness (e.g., prompt engineering training course).

5.6.3 Develop a knowledge transfer plan so an organization can maintain AI systems independently

We will document AI initiatives so that the work and value can be captured and socialized throughout the organization. The deliverables, tools, and artifacts we design and develop, including materials for workshops and trainings, will be available for the organization to use again on future efforts.

To ensure a smooth AI implementation, it is essential to create a comprehensive knowledge transfer plan. This plan will begin by identifying relevant client stakeholders, including the project team, end users, and support staff, and defining their roles. Our goal is to enable stakeholders to understand the AI system's purpose and functionality, provide effective training, and establish troubleshooting and maintenance protocols. Training materials should include detailed documentation, step-by-step tutorials, and hands-on workshops. We will conduct initial training sessions with the client to cover key aspects of the AI system, with follow-up and specialized training provided as needed. We will create an online knowledge base (e.g., SharePoint site) to centralize all training materials, FAQs, and troubleshooting guides. Comprehensive documentation and formal handover meetings will ensure a smooth transition of knowledge from the Client project team to the support team and end users. Finally, ongoing support and regular updates will keep the AI system and training materials current, we encourage continuous learning and adaptation.

5.6.4 Develop a Final Report with Recommendations for Further AI Integration

A Final Report on the AI project is essential for documenting the project's evaluation, outcomes, and recommendations for further integration. This report will serve as a comprehensive record of the project's journey, providing valuable insights and guidance for future endeavors. The following steps outline the process of creating such a report, ensuring that all critical aspects are covered systematically and coherently.

- Overview of project background and summarization of motivation, stakeholders involved, and initial goals.
- Overview of methodologies used throughout the project.
- Evaluation of the project using performance metrics identified to support the AI Roadmap, AI Implementation Plan, and any metrics identified to support individual AI use case pilots.
- Documentation of the results, comparing actual outcomes to the initial goals and objectives of the project.
- Recommendations for improving planning and frameworks used for project implementation.
- Recommendations for AI model, tool, and technology improvements to enable improved impacts, and further integration and scalability.

The Final Report is a mechanism for continuous learning and capacity building. The findings and recommendations can be used to further improve AI development, implementation, integration, and utilization across the organization.

5.7 Our Approach to Project Management

Our **TruePMOSM Solution**. Our pragmatic, client-focused PMO approach is designed to maximize efficiency, mitigate risk, and realize value at every stage of the program lifecycle, simplifying the complexities of the functional domains found in **Figure 4**.

We offer our clients a proven functional and technical approach that is customizable to work with management practices already in use or for the unique needs of the project. TruePMOSM is founded on PMBoK methodology for program management, agile methodology, and our collective team's vast experience delivering management consulting services to the Client. At the center of our solution, Guidehouse is grounded in people, processes, and data-driven intelligence. Our multi-disciplined team of PMO professionals are skilled Project Management Professionals (PMPs) and Agile Certified Practitioners (PMI-ACPs) with supply chain, communications, change management, business analysis and architecture, and technical writing expertise. We foster integration with elements such as powerful visuals, dashboards, sync meetings, and risk reviews. Program leaders use systems to promote business process improvement and integration within the PMO and across the enterprise. Guidehouse's system also includes subcontractor management, quality assurance, and contract compliance. The PMO will provide digital dashboards and analytic rigor, end-to-end transparency, and a platform for continuous risk monitoring and mitigation.



Figure 4. Guidehouse TruePMOSM Solution

With an eye toward transformation, our client-dedicated PMO experts utilize tools and best practices proven in multi-stakeholder program and project management. We quickly assess the needs of each client program and create a customized structure, developing clearly defined roles, decision-making processes, and effective performance monitoring methods. Partnering with Guidehouse provides solutions that come with strategic guidance on program management, risk and resources management, and market intelligence through Guidehouse Insights, our market research arm. There is not a one-size-fits-all approach to developing a PMO; we tailor a PMO solution around specific needs, goals, and delivery capabilities. Our approach is to mitigate inherent project risk, promote transparency and accountability, and help achieve cost, schedule, and business objectives. We apply the following approach to assess, develop, deliver, and transition our PMO services.

5.8 Specifications & Requirements

We acknowledge the importance of NCTCOG's specifications and requirements. Our AI consultancy capabilities and services presented in Sections 4.0 and 5.0 address the requirements presented. While expressly spoken to in select selections, overarching concepts such as ethical alignment and project management are implicitly embedded across all areas of our response. **Table 9** provides a mapping reference for how we speak directly to each requirement area presented by NCTCOG.

Table 9. MSA Requirements Mapping

MSA Requirements (5.3)	Proposal Response Mapping (Bold = RFP ToC, <i>Italics</i> = Proposal ToC)
5.3.1 Expertise and Quals	5.3.1A-F: Section 4.0
5.3.2 Data Security and Privacy	5.3.2A-C: Sections 4.0, 5.1, 5.3.2, 5.5.3, 5.4.6
5.3.3 Project Management	5.3.3A: Sections 5.7; 5.3.3B: Section 5.6.4; 5.3.3C: Sections 5.7; 3.3C: Sections 5.7
5.3.4 Budget and Cost Estimate	5.3.4A-B: Section 6.0
5.3.5 Data Strategy and Management	A1-3: Sections 4.0, 5.4.6, B1-3: Sections 4.0, 5.1, 5.4.6 C1-3: Sections 4.0, 5.1, 5.3.2, 5.5.3, 5.4.6; D1-3: Sections 4.0, 5.3.1; E1-2: Sections 4.0, 5.2
5.3.6 Ethical AI Requirements	A1-2: Sections 4.0, 5.1, 5.3, 5.5; B1-2: Sections 4.0, 5.5; C1-2: Sections 5.5, 5.6; D1-2: Sections 5.4, 5.5; E1-2: Section 5.5

6.0 Proposal Pricing

The following hourly rate card includes rates for Team Guidehouse. There will be a 3.5% escalation each year for all rates. We believe this rate card and roles aligns to the diverse SOW requirements. Guidehouse will use these rates and the SOW requirements and direction from any task solicitation to present best value pricing. Any software, licensing, or other non-labor expenses will be addressed on a case-by-case basis at the time of task order response.

Role	Year 1	Year 2	Year 3	Year 4	Year 5
Partner	\$410	\$424	\$439	\$455	\$470
Director	\$340	\$352	\$364	\$377	\$390
Senior Manager	\$280	\$290	\$300	\$310	\$321
Subject Matter Expert	\$500	\$518	\$536	\$554	\$574
Manager III	\$250	\$259	\$268	\$277	\$287
Manager II	\$225	\$233	\$241	\$249	\$258
Manager I	\$200	\$207	\$214	\$222	\$230
Associate III	\$170	\$176	\$182	\$188	\$195
Associate II	\$140	\$145	\$150	\$155	\$161
Associate I	\$125	\$129	\$134	\$139	\$143

7.0 Key Assumptions

- **Price:** If the information provided by the Client, either in writing or in the RFP, omits or misrepresents any materially relevant facts that would have altered any fixed pricing estimates and/or recommended solutions, Guidehouse reserves the right to renegotiate a revised budget based upon the actual circumstances.
- **Task Solicitation Pricing:** Any software or non-labor expense requirements presented in a task solicitation will be specifically priced.
- **Staff:** The ability to staff certain personnel to a project is dependent upon availability at the time of project kickoff. In the event the personnel listed herein become unavailable for any reason, Guidehouse will propose alternate individual(s) of like experience and expertise, such determination shall be made in Guidehouse's reasonable discretion, acceptance by Client shall not to be unreasonably withheld or delayed.
- **Change in Scope:** Please note that changes, including an alteration to the scope or approach, additional meetings, or other changes or delays requested by the Client that would (i) materially increase Guidehouse's level of effort, (ii) include additional business processes, (iii) add unanticipated complexity to the project, (iv) or lengthen the timeline, will likely result in an increase in fees equal to the changes. Guidehouse will work closely with the Client to execute an amendment to the agreement addressing the change in scope and fees.
- **Client Responsibilities:** Client agrees to fulfil data and information requests as soon as possible including providing required documents (a list will be provided) prior to the project start date and as needed throughout the project. Failure to provide the requested data may impact Guidehouse's ability to provide the deliverables and meet the timeline outlined in the Scope and Approach Section. If the Client cannot provide the requested data, Guidehouse will work closely with the Client to execute an amendment to the agreement addressing the change in scope, fees and timeline.
- **Client Resources:** Client shall provide the necessary program managers and or team to work alongside Guidehouse throughout the project. Failure to provide adequate Client resources may result in potential changes to scope, fees and timeline. Guidehouse will work closely with the Client to execute an amendment to the agreement addressing the change in scope, fees and timeline. The information provided by Client to Guidehouse shall be considered "as is" and Guidehouse will not validate or confirm the accuracy of the data and information provided.
- **Acceptance:** Subject to any acceptance language or procedures in the agreement to the contrary, draft deliverables will be provided to the Client according to the timelines agreed in the proposal or as may be revised and agreed to. Client will conduct review and provide feedback over a period of three business days.

Client will have two (2) business days to complete final review and acceptance of final deliverables. If no comments or decision on acceptance or rejection is received within five (5) business days, the deliverable will be deemed accepted.

- NCTCOG and/or its members will make final decisions regarding AI tools, AI Use Cases, frameworks, applications and other recommendations that Guidehouse may provide.
- NCTCOG understands that legal standards, policies and best practices relating to AI are still evolving and that Guidehouse does not warrant compliance with future regulatory or other legal standard changes.
- NCTCOG understands that for any SOWs for Pilots, the services and Pilots will be provided “AS IS” and no warranty obligations of Guidehouse will apply.

8.0 Reservation of Rights

Submission of this proposal by **GUIDEHOUSE INC.**, a Delaware corporation, or any of its affiliates (the “**Guidehouse**”), is not an indication of Guidehouse’s willingness to be bound by all of the terms presented in the North Central Texas Council of Governments and its members of the TXShare Cooperative Purchasing Program (the “**Client**”) Request for Proposals, pertaining to Artificial Intelligence (AI) Consultancy Services RFP # 2024-023 (the “**RFP**”). This proposal in response to the Client’s RFP does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by the Guidehouse is contingent upon successful completion of Guidehouse’s acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory vendor contract including (i) modifications to certain RFP terms and conditions, (ii) our standard terms and conditions and fees and billing rates established therein, and (iii) terms and conditions for implementation services, in the event such services are required or requested.

Given Guidehouse’s past history of successfully negotiating mutually agreeable terms with similar state and local government entities, we do not anticipate any difficulty in reaching a contractual agreement that will enable us to provide the professional services which you are requesting, while protecting the interests of both parties.

9.0 Guidehouse Disclosure

In May 2024, Guidehouse settled a False Claims Act suit with the U.S. Department of Justice and a qui tam relator related to the New York State Emergency Rental Assistance Program (ERAP). Guidehouse specifically disclaimed any liability in connection with the settlement and rejects any assertion that its actions under the relevant agreement amounted to a breach of contract or a false claim. More information about the settlement is available here: [Guidehouse Settlement](#). Guidehouse welcomes any questions the agency may have concerning this settlement.

Appendix A. Required Attachments

A.1 Required Attachment Checklist

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.

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.

Guidehouse Inc.

Legal Name of Proposing Firm

Erin Hutchins

Contact Person for This Proposal

Partner

Title

512-493-5445

Contact Person Telephone Number

ehutchins@guidehouse.com

Contact Person E-Mail Address

111 Congress Ave Ste 2500

Street Address of Principal Place of Business

Austin, TX

City/State

78701

Zip

1676 International Drive, Ste 800 McLean, TX

Mailing Address of Principal Place of Business

City/State

22102

Zip

Ryan Taylor

Point of Contact for Contract Negotiations

Associate General Counsel, Legal

Title

781-270-8399

Point of Contact Telephone Number

rktaylor@guidehouse.com

Point of Contact Person E-Mail Address

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

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

COVER SHEET

A.3 *Attachment I: Instructions for Proposals Compliance and Submittal*

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):

Guidehouse Inc.

Signature of Authorized Representative:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:18:55 -06'00'

Date: 1/13/25

A.4 Attachment II: Certification of Offeror

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, Erin Hutchins (typed or printed name) certify that I am the 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):

Guidehouse Inc.

Signature of Authorized Representative:



Date: 1/13/25

A.5 Attachment III: Certification Regarding Debarment

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):

Erin Hutchins

Signature of Authorized Representative:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:19:38 -06'00'

Date: 1/13/25

A.6 Attachment IV: Restrictions on Lobbying

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):

Erin Hutchins

Signature of Authorized Representative:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:19:57 -06'00'

Date: 1/13/25

A.7 Attachment V: Drug-Free Workplace Certification

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The Guidehouse Inc. (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 Guidehouse Inc. (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):

Erin Hutchins

Signature of Authorized Representative:

Erin Hutchins Digitally signed by Erin Hutchins
Date: 2024.12.20 14:20:20 -0500

Date: 1/13/25

**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):

Erin Hutchins

Signature of Authorized Representative:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:21:53 -08'00'

Date: 1/13/25

Attachment VII: Certification of Fair Business Practices

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):

Erin Hutchins

Signature of Authorized Representative:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:22:25 -06'00'

Date:

1/13/25

A.9 Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification

**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.

Erin Hutchins

(Printed/Typed Name and Title of Authorized Representative)



Signature

Date: 1/13/25

A.10 *Attachment IX: Historically Underutilized Businesses*

This form is not applicable.

A.11 Attachment X: Federal and State of Texas Required Procurement Provisions

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:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 14:24:36 -06'00'

NAME OF AUTHORIZED PERSON:

Erin Hutchins

NAME OF COMPANY:

Guidehouse Inc.

DATE:

1/13/25

-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:

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:	<div style="display: flex; align-items: center;"> <div style="flex: 1;"> Erin Hutchins <hr/> Erin Hutchins <hr/> Guidehouse Inc. <hr/> <div style="text-align: center;">1/13/25</div> <hr/> </div> <div style="flex: 0.5; font-size: 0.8em; margin-left: 10px;"> Digitally signed by Erin Hutchins Date: 2024.12.20 15:21:15 -06'00' </div> </div>
--	---

-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:	<hr/> <hr/> <hr/> <hr/>
--	----------------------------------

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:

Erin Hutchins

Digitally signed by Erin Hutchins
Date: 2024.12.20 15:21:29 -06'00'

NAME OF AUTHORIZED PERSON:

Erin Hutchins

NAME OF COMPANY:

Guidehouse Inc.

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:

DATE:

A.12 Exhibit 1: Service Designation Areas

EXHIBIT 1: SERVICE DESIGNATION AREAS

Texas Service Area Designation or Identification			
Proposing Firm Name:	Guidehouse Inc		
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="" 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)

(Exhibit 1 continued)

Nationwide Service Area Designation or Identification Form			
Proposing Firm Name:	Guidehouse Inc.		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all fifty (50) states	Will not service fifty (50) states	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	<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>		
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

