



Creating value through  
Technology Evolution

# Proposal

**Artificial Intelligence (AI) Consultancy Services**

For

North Central Texas Council of Governments (NCTCOG)



Submission Date: January 13, 2025, 2:00pm CT

Submitted by: The Evolvers Group  
Point of Contact:  
Sandeep Sharma  
1011 Surrey Lane, Building 200, Flower Mound, TX 75022  
(972) 762-3661  
ssharma@evolversgroup.com

# 1. Certificate of Offeror and Statement of Understanding

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## Addenda acknowledgement

**Re: Artificial Intelligence (AI) Consultancy Services (RFP # 2025-023)**

Dear Sir/Madam,

The Evolvers Group, L.P. is pleased to submit our Proposal for consideration as a qualified vendor and if successful, will be the Prime Contractor for the Work. The Evolvers Group (FEIN 75-2960146) is a Limited Partnership.

The following individuals are legally authorized to legally bind the company and have authority to answer questions regarding the Proposal:

Primary:	Sandeep Sharma	Secondary:	Michelle Love
Phone:	(972) 762-3661	Phone:	(512) 865-0616
Email:	<a href="mailto:ssharma@evolversgroup.com">ssharma@evolversgroup.com</a>	Email:	<a href="mailto:mlove@evolversgroup.com">mlove@evolversgroup.com</a>
Fax Number:	(469) 519-0110	Fax Number:	(469) 519-0110

Our proposed services and deliverables for the Project meet all requirements of this solicitation. Evolvers shall comply with all federal, state and local laws, rules, and regulations that are in force currently or anytime during the term of the Contract. Our team currently works with both State and Commercial customers. In our response, we offer our proven approach that provides the leadership a concise, structured, but unbiased approach that will lead to a successful execution of the project.

Evolvers acknowledges having read and accepted all sections. We also acknowledge all and any issued Addenda.

I have the full authority to execute a contract on behalf of The Evolvers Group. If you have any questions or require additional information, please contact me.

Sincerely,



Sandeep Sharma

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## Evolvers’ understanding of the work

The objective of this solicitation is to bring in expertise in AI consultancy services for the members of the TxShare Cooperative Purchasing Program (“TxShare”) to enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across its organizations.

The details of the in-scope service requirements and deliverables are described below -

### In-scope

Following are the five key in-scope services:

In-scope Services	Details
a. AI Strategy Development	Conduct AI need assessment – <ul style="list-style-type: none"> <li>• To-be assessment: Document the goals and need of the organization and department.</li> <li>• As-is assessment: Document existing process and challenges</li> <li>• Gap analysis – Identify improvement areas leveraging AI and capture AI use cases.</li> </ul>
b. Feasibility Study and Use Case Identification	<ul style="list-style-type: none"> <li>• Document compliance requirements</li> <li>• Pros, cons and risk-benefit analysis of the AI use cases</li> <li>• Conduct feasibility study for the AI use cases including data strategy, data-quality, data-governance and integration readiness.</li> <li>• Prioritize identified AI use cases based on (a) Business impact/benefit (b) Ease of deployment.</li> </ul>
c. AI Solution Design and Roadmap	<ul style="list-style-type: none"> <li>• Research and document external and internal compliance requirements</li> <li>• Identify appropriate AI models, frameworks and tools</li> <li>• Provide comprehensive roadmap, project plan along with milestones and KPIs</li> <li>• Cost analysis, including development, compute cost, licensing costs, cloud storage cost</li> <li>• Ensure adherence to the regulations and policies – including data privacy law (e.g. GDPR) etc.</li> </ul>
d. Pilot Testing and Implementation Support	<ul style="list-style-type: none"> <li>• Guide the organization through Pilot AI solution implementation</li> <li>• Evaluate the pilot project, refine solutions as required</li> <li>• Provide post implementation support and scaling of AI solutions</li> </ul>
e. Training, Adoption, and Capacity Building	<ul style="list-style-type: none"> <li>• Provide training sessions and materials on AI tools and best practices to the staff</li> <li>• Facilitate and foster a innovation culture through workshops</li> <li>• Develop a knowledge transfer plan to the Organization’s workforce</li> </ul>

Following are the in-scope requirements associated with the above mentioned five services

Requirements	Details
Bring in required expertise and qualifications	Experience and proficiency of AI consulting in AI technologies, including machine learning, natural language processing and computer vision etc.
Data Security and Privacy Compliance	Implement measures and comply with applicable deferral, state and local data privacy laws, Data protection laws (e.g. GDPR)
Project Management and Reporting	Project status updates, project closer reports. Adhere to project timelines
Budget and Cost Estimates	Provide cost breakdown of services and flexible cost structures.
Data Strategy and Management	Consult must ensure that the following best practices for data strategy and management are being followed - <ul style="list-style-type: none"> <li>• Data quality control</li> <li>• Data Governance framework</li> <li>• Data Privacy assurance</li> <li>• Data privacy protocols</li> <li>• Ongoing data strategy evaluations</li> </ul>
Ethical AI Requirements	Consultant must ensure that the following ethical principles for the organization are being followed - <ul style="list-style-type: none"> <li>• Ethical Framework Alignment</li> <li>• Bias Detection and Mitigation</li> <li>• Transparency Protocols</li> <li>• Accountability Measures</li> <li>• Impact Assessments</li> </ul>

## Deliverables

Deliverables include but not limited to the following -

Deliverables	Details
a. AI Strategy Report	Initial AI Strategy Report
b. AI Feasibility Study	AI Feasibility study AI Use Case recommendations, Detailed data strategy
c. 5-Year AI Roadmap	5-year AI roadmap; details AI implementation plan
d. Pilot Implementation Plan	Implementation plan
e. Staff training and knowledge transfer plan	Knowledge transfer plan Staff training sessions Training Materials
f. Ethical AI guidelines	Ethical AI guideline Measure metrics and plan
g. Final Project Report	Includes – project evaluation, outcomes, and Recommendations for further AI integration

## 2. Key Personnel

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### Resumes

#### Clint Bailey (Evolvers)

Project Manager with long experience in Public Sector

#### Summary

- Over 25 years of diverse business and technology experience.
- Project Manager and Subject Matter Expert in the Department of Public Safety domain. Expertise in project management, strategic assessments, recommendations and requirements management for the public sector.

#### Education

- Bachelor of Science Degree in Accounting from Louisiana Tech University

#### Project Management Experience

##### **DFW Airport**

- Managed Third Party Risk Management and Cyber Security Assessment. Reviewed policies, procedures, and process documentation. Managed Data Center Discovery and Assessment project to prepare for data center migration.

##### **Dallas County**

- Managed the rollout of a Magistration and Indigent Defense Portal for Dallas County, which led to positive process reviews from the Texas Indigent Defense Commission for the first time in years.

##### **City of Fort Worth**

- Managed vendor delivery to conversion and interface requirements as Lead Analyst.
- Effectively managed \$2-10M project teams to address current demands and future projections.

##### **State of NM**

- Planned and conducted financial, operational and IT audits to evaluate control efficiency and effectiveness at Public Service Company of New Mexico/Texas New Mexico Power.

##### **State of MA**

- Managed a project for the Massachusetts Executive Office of Public Safety and Security to deliver an inmate reentry solution. Solution provided the ability to measure program efficacy.

##### **City of NY**

- Project Manager for NYPD Neighborhood Policing Cloud Application: Quality of life incident management solution rolled out to all 77 Precincts and 9 public housing developments.
- Created periodic IV&V reports, technical reviews and task reports

##### **City of Henderson**

- Program management of LIMS, from contract signing through final implementation.

## Ravi Gudur (Evolvers)

### Summary

- Data Science Professional with 18+ years of experience in Model Development and Analytics
- Expertise in Finance domain

### Technical Skills

- Machine learning: Regression (Multiple, Random Forest, SVN, Bayesian, PCA), Classification, Outlier Detection, Boosting (XG-Boost), NLP, Bayesian Analysis, Dimension reduction (PCA, Kernel PCA), Sensitivity Analysis
- Deep learning: ANN, RNN (LSTM, GRU), CNN, SOM (Self Organizing Maps), Boltzmann Machines, Auto Encoders, General Adversarial Networks (GAN), Reinforced Learning (Thomson Sampling)
- Quantitative Finance: Pricing Derivatives, Numerical Methods (Monte Carlo Simulation), Stochastic Calculus, Optimization, Credit Risk, Market Risk.
- Econometrics: Time Series Analysis, GARCH, Regression. Monte Carlo Markov Process, Bayesian Statistics
- Programming: Python (Tensor-flow, KERAS) py-spark, R, C++, GitHub, SQL, KDB, Cloud (AWS, Azure)
- Trading: Algorithm Development for options and equities, fixed income based on statistical and Machine-learning Methodologies, alpha research

### Education

- MS in Computer and Electrical Engineering from Rutgers, State University of New Jersey, 2008
- MS in Systems Engineering from George Washington University, 2006
- B. Tech in Computer and Electrical Engineering from Indian Institute of Technology (I.I.T-Madras), 2001

### Relevant Experience

- Created forecasting models using data provided by Moody's for Base, Adverse and Severely Adverse scenarios, using sensitive analysis and back testing for Bank of New York Mellon
- Natural Language Programming for sentiment analysis & Machine Learning Model development for prediction tool of Bid/Ask prices of Fixed income products, at MUFG
- Portfolio & Asset Management Library Enhancement with Data Science and ML Development, at Franklin Templeton.
- Predictive Model Development (DS and ML) and Corporate Treasury Deposit Modelling, at BNY Mellon
- Risk Model Development using advances statistics and Data Science and ML methodologies firm wide, at Goldman Sachs
- Developed models for Asset Allocation for Derivative Portfolios using risk exposure Criteria based on advanced statistics and ML techniques for selection investment assets, at Barclays Capital
- Developed various Econometric models for risk assessment and Enhanced Risk library at Barclays

## Ranjeet Raj (Evolvers)

### Summary

18+ years of software development experience includes AI/ML and patents filed.

### Patents Filed

- Video frames analysis and prediction in autonomous vehicles.
- Cognitive engine for data management in blockchain.
- Personalized human emotion-based audio assistance

### Education

Bachelor of Engineering, Telecommunication Engineering from M.S.R.I.T, May 2005.

### Certification

Data Scientist Nanodegree (Credential ID: <https://confirm.udacity.com/HNGAME45>).

Deep Learning Specialization (Credential ID: J598BLMY5GJ9).

Introduction to Big Data (Credential ID: EPKVBF34KH6B).

### Relevant Experience

#### **Engineering Manager, Accenture**

- Handling ML Application, Generative AI (ChatGPT, LLM) for Banking, Insurance and Oil & Gas Domains.
- Implemented ML models on MLflow, Dataiku, DataMeer, Kubeflow.
- Implemented MLOps & Dev platform using - Jenkins, Kubernetes, MLFlow, Prometheus & Grafana, Implemented LLMOps & Dev platform using – Azure DevOps services, Repo, Azure pipelines, AKS.

#### **Data Scientist, UST**

- Implementation of User Face analysis, and Predictive analysis.

#### **Data Scientist, SONY**

- Implementation Cognitive engine for Content Analysis on User Data using NLP on user data classification, Language Model, semantic models, word embedding, syntax, word tagging, name entity recognition, data summarization.
- Video frame analysis and prediction using deep learning, image frame analysis, prediction using Deep learning, RNN, LSTM algorithm.
- Worked on LSTM optimization, network optimization.
- Implementation Smart Home audio assistance system in ADL (Activities of Daily Life).
- Worked on Deep Learning Model like CNN, VGG16, pattern clustering (K-pattern algorithm).
- Worked on IoTivity for the Smart Home communication environment among IoT devices.

#### **Senior Software Engineer, Mahindra Comviva**

- Implementation on Mobile application domains like Android, Symbian

#### **Technical Associate, Tech Mahindra**

- Implementation on various Mobile applications for domains like Symbian, RTOS.

## Santosh Kumar (Evolvers)

### Summary

- Over 14 years of professional experience spanning roles as a Sr Data Scientist, ML/MLOps Engineer, and Storage/Enterprise Backup SME.
- Acquired 5+ years of experience in AI/ML using Python/PySpark, and IIoT
- 1.5 years in Generative AI (GenAI) / LLMs / LLMOps.
- Developed NLP models utilizing advanced deep-learning frameworks and GenAI based tools.
- Adept at ML model development, management, deployment, and the entire lifecycle.

### Technical Skills

- Machine Learning: GLM (Linear/Logistic), Cluster Analysis (K-Means), SVM, Tree-based Algorithms, XGBoost, Artificial Neural Networks, Statistics
- AutoML Tools: TPOT, H2O, Data Robot, PyCaret, HyperOpt, Optuna
- NLP/LLM: NER, Information Retrieval (also using Large Language Models – OpenAI ChatGPT, LLaMA, Falcon, Mistral), Tensorflow/Keras, PyTorch

### Education

- B. Tech in Information Technology from Andhra University, India, 2007

### Certification

- Certified Big Data Analytics and Optimization from International School of Engineering (INSOFE), Hyderabad, India, 2019
- AWS Certified Solution Architect Associate Level (AWS-ASA-31410)

### Relevant Experience

- Developed processes for text extraction using tools such as Azure Form Recognizer, Amazon Textract, and Amazon Comprehend.
- Created machine-learning models to classify document types and extract data using ML.NET and TensorFlow.
- Researched and implemented MLOps with Azure ML Services to deploy production-ready models, using Miflow for monitoring performance.
- Achieved significant improvements in document processing times with AI classification implementations, such as a 40% reduction using ML.net.
- Developed a Python module to calculate the signal-to-noise ratio (SiNR) using GDAL for given market areas.
- Created a machine-learning module using Python, TensorFlow, and Jupyter Notebook to approximate telecom signal values.
- Developed and validated a model predicting customer churn using MLOps principles for deployment.
- Implemented MLOps with tools like Azure ML and AWS Sagemaker for deployment and monitoring.

## Dr. Harsh Verma (Glocol)

CTO, Glocol Networks, Inc.

### Summary

Over 25 years of experience in AI/ML, IoT systems, and data security. Expert in public-sector technology solutions.

### Key Skills

- AI/ML Frameworks (Sci-kit Learn, Intel OneAPI)
- IoT System Design (Bluetooth, Raspberry Pi)
- Data Governance and Compliance

### Project-Related Experience and Qualifications

Specialized in AI/ML technologies such as machine learning, natural language processing, and time-series forecasting. Expertise includes:

- Integration of experimental and real-time data for urban safety and transit operations.
- Delivered transformative AI projects such as the World Bank's Oxygen Digital Tracking System, improving logistics and crisis response in developing regions.
- Deep understanding of public-sector compliance and AI ethics.
- Proven delivery of IoT-enabled AI solutions for transportation and city management projects.

### Technical Proposal

*Methodology Overview:*

- **Discovery:** Conduct stakeholder interviews and gather existing documentation.
- **Analysis:** Perform gap analysis and data strategy reviews.
- **Design:** Develop AI/ML use case blueprints aligned with compliance standards.
- **Development:** Build scalable models using tools like Sci-kit Learn and Intel Optimizations.
- **Pilot & Training:** Execute pilot testing and deliver hands-on workshops for adoption.

## Doug Migliori (Rockport)

Principal Enterprise Architect

### Summary

Doug is a Business and technology transformation leader with 20 years of experience in developing and implementing enterprise-wide architecture strategies, resulting in significant improvements in system performance and value. He is a trusted advisor in multiple airport domains including retail, transportation, logistics, asset, and financial management. Doug has a proven track record in leading cross-functional teams to drive project efficiency and success. He can distill complex problems into simple and scalable solutions - from intra-company business systems to highly distributed, edge-to-cloud systems, supply chains, airport ecosystems, and smart cities.

### Skills

- Enterprise architecture strategy
- Business requirements analysis
- Team leadership
- Data and system modeling and simulation
- Emerging technology evaluation
- Event-driven architecture
- System optimization for scalability, performance, and security
- Digital twin composition

### Education

- Master of Business Administration in Technology Strategy from the University of Southern California, 2001
- Bachelor of Science in Operations Tech/Computer Science from Brigham Young University, 1996

### Experience

Principal Enterprise Architect, Rockport Software Ltd.	2023 – Current
Principal Enterprise Architect, Ingram Micro	2021 – 2023
Principal Software Architect, Microsoft	2016 – 2021
VP, Product Management, ADC Technologies	2009-2016
Senior Asset Manager, JLL	2004-2009
Senior Investment Analysis, Pacific Life	2001-2004

## David Henderson (Rockport)

Senior Consultant – AI/ML

### Summary

David has 12 years' experience in the aviation domain, having experience working on AI/ML/modeling and simulation projects for clients such as Heathrow Airport. Project experience includes developing simulation models representing airport passenger flow for queue management, simulation of airport terminal baggage operation to provide optimization insight and using ML to predict bags at risk of missing flights. David has worked extensively in development and consulting roles for data warehouse, business intelligence & master data management projects.

### Skills

- Modeling and analysis (Python, Jupyter, R), AI: Machine Learning (numpy, pandas, pyplot), deep learning (Keras, TensorFlow). Statistical data analysis.
- Simulation (Unity). ACI ACRIS (Airport) & IATA AIDM (Airline) Semantic Models
- Software development (Java, C#, Python, Django) & DevOps (Git, Jenkins, Ansible, Docker, Kubernetes)
- API management (Django, Kong, WSO2 API management platforms)
- Big Data technologies (Hadoop, PySpark, Kafka)
- Distributed Ledger Technology (Hyperledger Fabric/Bevel)

### Education

- Master of Engineering in Engineering Mathematics (MEng) from University of Bristol (UK).

### Experience

#### Rockport (TM Forum Catalyst Consortium, Simulation)

2023

- Responsible for development of virtual airport simulation using Unity gaming engine, as a platform for simulating passenger and business airport processes as part of the TM Forum Moonshot Catalyst project "Transforming Passenger Experiences with Continuous Decision Intelligence".

#### Rockport (Heathrow Airport, T5 Optimization Simulation)

2018 –

2020

- Detailed analysis and modeling of Heathrow Hold Baggage Screening and Sortation processes, with substantial use of machine learning methods and tools. Modeled the flow of bags under multiple scenarios,

#### Rockport (Heathrow Airport, Bags at Risk, Machine Learning)

2017 – 2018

- Development, testing and implementation of R based ML algorithms to identify and quantify the risk of each short-shipped bag in the airport, to reduce the high cost of repatriating missed bags. Data collection and analysis of the principal factors involved in the bag journey, development of the appropriate ML model, trained on a set of historic data.

#### Rockport (Heathrow Airport, Condition Based Monitoring, ML)

2016 – 2017

- Developing statistical models to predict the time to failure of Baggage equipment using the statistical computing environment R.

## Tom Verduyn (Rockport)

Senior Consultant - Simulation

### Summary

Tom has 12 years' experience in the aviation domain, having experience working on AI/ML/modeling and simulation projects for clients such as Heathrow Airport. Project experience includes developing simulation models representing airport passenger flow for queue management, simulating airport terminal baggage operation to provide optimization insight and apply machine learning techniques to develop a prediction model for bags at risk of missing flights. Tom has worked extensively in development and consulting roles for various data warehouse, business intelligence and master data management projects.

### Skills

- Simulation (Unity, R), Machine Learning (R)
- Information Modeling; Sparx Systems Enterprise Architect (EA) case tool.
- ACI ACRIS (Airport), IATA AIDM (Airline) & Construction industry Semantic Models
- Oracle Database, SQL, PL/SQL, Oracle Business Intelligence, Oracle Business Analytics,

### Education

- Bachelor of Science (BSc, Hons) in Mathematics from University of Bath (UK). 2012

### Experience

- |  |                       |
|--|-----------------------|
| <b>Senior Consultant, Rockport Software Ltd</b>  | <b>2020 – Current</b> |
| <b>Rockport (TM Forum Catalyst Consortium, Simulation)</b>   | <b>2023</b>           |
| <ul style="list-style-type: none"> <li>• Responsible for development of virtual airport simulation using Unity gaming engine, as a platform for simulating passenger and business airport processes for “Transforming Passenger Experiences with Continuous Decision Intelligence”.</li> </ul> |                       |
| <b>Rockport (Laing O Rourke, Information Modelling)</b>  | <b>2021 – 2022</b>    |
| <ul style="list-style-type: none"> <li>• Responsible for development of a semantic model to map terminology between business domains.</li> </ul>   |                       |
| <b>Rockport (Heathrow Airport, Bags at Risk, Machine Learning)</b>   | <b>2017 – 2018</b>    |
| <ul style="list-style-type: none"> <li>• Development, testing and implementation of R based ML algorithms to identify and quantify the risk of each short-shipped bag in the airport, to reduce the high cost of repatriating missed bags.</li> </ul>  |                       |
| <b>Rockport (Heathrow Airport, Airport Data Repository, DWH)</b>   | <b>2010 – 2020</b>    |
| <ul style="list-style-type: none"> <li>• Developer for Heathrow Airport Data Repository (data warehouse), a multi-terabyte relational data warehouse retaining all historic baggage, flight, equipment information for Heathrow Airport.</li> </ul>  |                       |
| <b>Rockport (Heathrow Airport, Condition Based Monitoring, ML)</b>   | <b>2016 – 2017</b>    |
| <ul style="list-style-type: none"> <li>• Developing statistical models to predict the time to failure of Baggage equipment using the statistical computing environment R.</li> </ul>   |                       |

## Pankaj Sharma (REETECH)

### Summary

Pankaj Sharma, Project Director, is the Co-Founder and Director of New Business Solutions at REETECH. Solutions-driven engineering professional with a history of providing mindful leadership to improve technical capabilities, fueling global growth, competitive advantage, and transformative change for diverse industries. Experienced program manager and project leader skilled in Project Management, Process Improvement, Product Design, R&D, and Manufacturing.

### Qualifications Summary:

- Expert project manager with an intensive experience in leading projects and mentoring engineering teams. Executed project management plans for on-time successful completion from initial conceptualization through prototype build, validation, and implementation through the product lifecycle.
- 15+ years of advanced product design & development experience in the Mass Transit, automotive, consumer electronics & aerospace industries. Expertise in Electro-Mechanical system packaging, PCB assembly, Plastics, and Sheet metal.
- 15+ years of hands-on experience with electro-mechanical design, software design, implementation and integration, design-for-manufacture (DFM), and Design for Testability (DFT) practices.
- Provided innovative design solutions for turning specifications and requirements into new products to meet customer needs. Maintained attention to detail, priority management, and Risk mitigation planning which resulted in timely delivery with no missed deadlines; customer satisfaction averaged 4.9 out of a possible 5.0.
- Experienced in producing NPI documents, SOW, DRS, process instructions, and customer-facing documentation. Implemented engineering projects using stage gate development methodology for improvements on larger/complex projects.
- Experienced in Total Quality Management (TQM), Six Sigma, FDA, CE, ISO 16750, 16949, 13485, UL, MIL-STD, ITAR.
- Strong Business Acumen, excellent communication and interpersonal skills, comfortable working with & leading a cross-functional team.

### Professional Experience:

- Rudra Enterprise LLC (REETECH) Jul 2021 to Present Director, New Business Solution
- Rochester Gauges, Dallas, TX Dec 2018 to Jun 2021 Program Manager NPI
- MOLEX INC., Naperville, IL Aug 2014 to Nov 2018 Engineering Manager/ Program Manager NPI
- APEM Inc., Haverhill, MA May 2011 to Aug 2014 Engineering Manager

### Education:

- Master's in Engineering Technology Department of Plastic Engineering, UMass Lowell, MA.
- Bachelor of Computer Application, Annamalai University, Tamil Nadu, India.

## Sandeep Solanki (REETECH)

### Summary

Data enthusiast with 6+ years of experience, skilled in extracting insights from big data using data engineering and machine learning. Proficient in SQL, Python, Apache Spark, Git, and data transformation (ELT/ETL). Known for innovative problem-solving and expertise in visualization tools like PowerBI and Tableau and managing data pipelines in AWS and Azure. Eager to apply my data expertise and innovative thinking to contribute to the advancement of data-driven solutions and the broader field of Generative AI technologies like LLMs and Foundation Models, enabling the creation of novel, data-driven solutions, and models.

### Professional Experience:

- Reetech USA - State of Texas Role: Data Engineer/Scientist Aug 2023- Current Environment: Python, SSIS, Visual Studio, C#, SQL, Autodesk BIM360, PySpark, MS Excel, and Azure Databricks.
- Walgreens Role: Data Scientist Sept 2022- Jul 2023 Environment: Azure, R, Python, DBFS, SQL, Hive, OLAP, PySpark, Blob Storage, Data Lake Gen2, MS Excel, and Databricks.
- BDA – Machine Learning Role: Data Scientist Apr 2022 – Sept 2022 Environment: Snowflake, R, Python, SQL, MS Excel, SSIS and Tableau.
- Geauga County, Chardon OH Role: BI Data Analyst (Internship) Jan 2022 – March 2022 Environment: SQL Server, Python, MS Excel, SSIS, SSRS, Jupyter Notebooks, Power Automate and PowerBI.
- IO Analytics Role: SQL Developer/Data Analyst Aug 2016 - Oct 2018 Environment: MS Excel, SQL, MS SQL Server, Tableau, SSIS, SSRS, SSAS, Jupyter Notebooks.

### EDUCATION

- Kettering University, Flint MI
- Master of Business Administration – Computer Science (In-major GPA: 3.92/4) Dec 2021
- Master of Science in Engineering - Automotive Systems (In-major GPA: 3.75/ 4) Mar 2020
- Master in Engineering Management - Technology Leadership (In-major GPA: 3.74/4) Sept 2019

## Sebastian Neustein (ARC)

### Summary

Sebastian Neustein, Senior Consultant at the Airport Research Center (ARC) has more than 22 years of experience in the airport business. He has covered many fields around airport concept- / process- / capacity-analysis and optimization for both airport airside and landside.

Sebastian has a profound expertise in big data analysis and created analysis tools with machine learning algorithms in the context of the passenger demand prediction methods used in ARC's operational optimization projects.

Sebastian does flight schedule development and analysis and he is expert in creating VBA and R models that facilitate a fast and efficient peak structure and peak hour analysis for airside and landside facilities. In addition, he also has extensive experience with stand capacity modeling and allocation tasks.

He is expert in capacity modeling and evaluation of all airside facilities, such as assessing and optimizing runway, taxiway and apron capacities.

Furthermore, Sebastian has extensive experience in declared capacity projects with the focus on identifying stable capacity limits for coordinated L2 and L3 airports

### Skills

- Big data analysis, machine learning
- Developing analytical process models
- Airport Simulation and Optimization projects
- Programming R, VBA, Excel

### Education

- Sebastian holds a degree in Civil Engineering (German Diploma, RWTH Technical University of Aachen, Germany) and a Bachelor of Engineering, Napier University Edinburgh, UK

#### Certification

- Dipl.-Ing.Civil Engineering
- Project Manager Certification, Certified by PersCert TUV Rheinland Germany

### Experience

#### Senior Consultant, Project Manager

2001 – Present

#### Airport Research Center GmbH

- Airport capacity assessment for terminal and airside
- Flight schedule analysis and forecasting
- Intelligent passenger forecasting and prediction
- Programming of flight schedule capacity monitoring tools for airports
- Airport Process / Capacity Analysis and Optimisation
- Expert reports

### 3. References

By ARC

<b>CAST Rollout at Greater Toronto Airports Authority and ongoing Framework Contract</b>	
Company Name	Greater Toronto Airports Authority
Address	Toronto Pearson Airport, Toronto, Canada
Contact names (IT, project leader, and functional contacts)	Mathias Auer-Zirem, Manager, Terminal Systems - Airport Planning, Airport Development & Technical Services
Phone number	Phone (416) 776-5339; Cell (416) 997-1060
Email addresses, if known	Mathias.Auer-Zirem@gtaa.com
Brief description	Analyze and evaluate all passenger terminal handling facilities and anticipate the effect of planned infrastructure or process changes to optimize passenger processes. ARC supported this process by building detailed CAST terminal simulation models and performing or coaching various capacity studies in the course of a framework contact.

<b>Implementation of CAST SOLUTION -Terminal Collaborative Decision Making (TCDM) System</b>	
Company Name	Hong Kong International Airport
Address	Airport Authority Hong Kong, HKIA Tower, 1 Sky Plaza Road, Hong Kong International Airport, Lantau, Hong Kong.
Contact names (IT, project leader, and functional contacts)	Justine Cheung, Manager, Operations Research
Phone number	N/A
Email addresses, if known	justine.cheung@hkairport.com
Brief description.	To predict the capacity situation for and during the day of operation and to be able to carry out strategic and tactical planning of the airport processes. The solution provided by ARC is based on the simulation system CAST Express. .

## Rockport

<b>Baggage System Optimization</b>	
Company Name	Heathrow Airport Limited
Address	The Compass Centre, Nelson Road, Hounslow. Middlesex, TW6 2GW, United Kingdom
Contact names (IT, project leader, and functional contacts)	Mark Powell Chris Teolis Andrew Shield
Phone number	+44 (0) 844 335 1801
Email addresses, if known	
Brief description	<p>Bags at Risk: So-called 'missed' or 'mis-shipped' bags cost a large airport and its partner airlines about \$150k USD per day or \$4.5M USD per month. The annual cost worldwide is about \$5B USD.</p> <p>Rockport developed a machine learning model to estimate the probability for each and every bag in the system reaching it's makeup point in time, even before an inbound flight reaches the airport.</p> <p>The result is substantial saving in time and cost to the airport and airlines, (about \$150k USD per day), as well as significant improvement in passenger experience.</p>

<b>Future Flight - Enabling a new model aviation data system-of-systems</b>	
Company Name	Digital Catapult UK
Address	101 Euston Rd, Kings Cross, London NW1 2RA, United Kingdom
Contact names (IT, project leader, and functional contacts)	Nick Jones
Phone number	+44(0) 2038 823 557
Brief description	<p>The Fly2Plan initiative is a project in the Future Flight program led by Innovate UK Digital Catapult, the aim to develop a new model for aviation data exchange to allow new entrants in urban air mobility and autonomous operations to participate.</p>

## Evolvers

IT Consulting Services	
Company Name	Boad of Governors of the Federal Reserve
Address	20th and C Streets, NW Washington, DC 20551
Contact names (IT, project leader, and functional contacts)	Kyauna Skinner
Phone number	(202) 452-3242
Email addresses, if known	kyauna.skinner@frb.gov
Brief description	IT Consulting Services including Assessments/Recommendations, Intelligence and Data Analytics. Business

IT Consulting Services	
Company Name	US Pharmacopeia
Address	12601 Twinbrook Parkway, Rockville, MD 20852
Contact names (IT, project leader, and functional contacts)	Carolina Castillo
Phone number	(301) 692-4592
Email addresses, if known	<a href="mailto:carolina.castillo@usp.org">carolina.castillo@usp.org</a>
Brief description	IT Consulting Services, including Data Science, ML/AI, etc.

## REETECH

IT Consulting Services	
Customer Name	Dahlgren Duck & Associates, LLC DBA Inventory Smart (DFW Airport Prime Vendor)
Address	1531 Edison Street, Dallas, TX 75207
Contact name	Molly Nakazono
Phone number	303 749 5200
Email address	<a href="mailto:mnakazono@inventorysmart.com">mnakazono@inventorysmart.com</a>
Brief description	REETECH provides the resources to streamline its technical issue reporting platform of Inventory Management System in support of the Airport's Customer Experience Department.

Project name	
Customer Name	Kilan Solutions (City of Fort Worth Prime Vendor)
Address	5700 Granite Parkway, Suite 560 Plano, Texas 75024
Contact name	Pamela R. Paul
Phone number	972 212 5298
Email address	ppaul@kilansolutions.com
Brief description	REETECH is working with Kilan Solutions to streamline the City of Fort Worth's database management. REETECH consultants are implementing a Project Information Management System (PMIS), migrating project data from AutoDesk's BIM360 cloud application.

## Glocol

Crowd Analytics for ACE Trains	
Customer Name	Capitol Corridor Joint Powers Authority (CCJPA)
Address	2150 Webster Street, Oakland CA, 94612
Contact name	Jim Allison
Phone number	(510) 464-6994
Email address	<a href="mailto:jima@capitolcorridor.org">jima@capitolcorridor.org</a> or <a href="mailto:jalliso@bart.gov">jalliso@bart.gov</a>
Brief description	Developed and implemented IoT-based crowd monitoring solutions for ACE trains using PeopleSense™ technology.

Oxygen Digital Tracking System for Pandemic Logistics	
Customer Name	World Bank
Address	1818 H Street NW, 1818 H Street NW, DC, 20433
Contact name	Arnab Bandyopadhyay
Phone number	+1 (202) 594-2908
Email address	<a href="mailto:abandyopadhyay@worldbank.org">abandyopadhyay@worldbank.org</a>
Brief description	As a World Bank AI Consultant, designed and implemented AI-driven logistics and tracking systems for critical oxygen supply chains.

## 4. Project Related Experience and Qualifications

### About Evolvers – Qualification and Experience

Evolvers helps companies evolve with technology; helping them create value through technology evolution.

**The Evolvers Group, L.P.** was formed in 2001 to provide management and technology consulting services. We ensure that our solutions are scalable, flexible, configurable, maintainable, interoperable and highly secure. Evolvers has 19 years of experience in the state and local public sector, including aviation.

#### Scope of Work Areas

Evolvers Team has the qualifications, experience and the personnel to provide services in Technology consulting, application development, program/project management, information technology security services, and Artificial intelligence, including generative AI and augmented reality.

#### Major Client Endorsement

"I wanted to tell you how much I enjoyed working with all of you. Please extend this to all of your team. This was a project that was long on content and short on runway, but we did it! I wish you all success in your future endeavors. The Evolvers Team rocks!"  
- Texas Department of Agriculture (Evolvers)

#### General Approach to Scope of Work

Evolvers Evolution Methodology™ will help our team successfully deliver the services and manage the projects by mitigating risks. Our methodology addresses nuances of AI solution development in three levels of planning. Our subcontractor management model will provide a seamless experience to TxShare participants.

#### Evolvers and Specialized Partners (The Team)

Evolvers is presenting this proposal as a Prime, and has formed a team of partners who are experts and specialized in different technology areas that are within the scope of services. We also have partners who can take on construction related design services. All the partners have expertise in aviation sector.

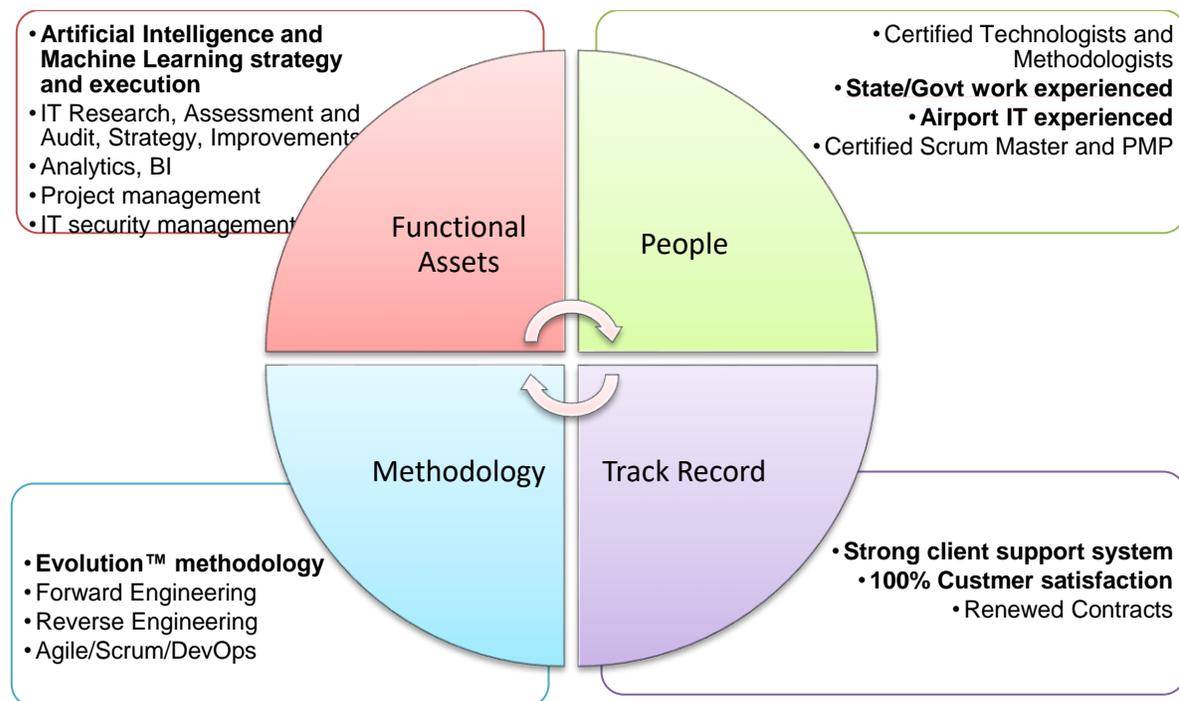
## 19 years of Public Sector Experience

- **State Government experience:** Experience servicing public sector since 2005. Our clients include, States of Arkansas, Florida, Kansas, Minnesota, Montana, New Mexico, North Carolina, North Dakota, South Dakota, Texas, Washington.
- **Local Government experience:** Our local clients include Walker County (TX), Collin County (TX), Clark County (NV), Oakland County (MI), Cities of Austin/Arlington/Plano (TX), City of Henderson (NV), Lower Colorado River Authority (TX), Philadelphia Gas Works (PA), Metro Council (MN), DFW International Airport (TX).

Our consulting expertise has demonstrated High Value High Productivity delivery services.

Below are our salient focus areas under consulting services:

- Artificial Intelligence / Machine learning
- Information Security & Compliance
- Data Science and Business Intelligence
- IT Assessments and Recommendation
- Architecture, Design, Development and Integration
- Program and Project Management
- IT Infrastructure



## Overview of Subcontractor Partners (“Confidential”)

Evolvers clearly understands that the experience and skill requirements for TxShare’s scope of work. Any one vendor may not be able to bring in all the right skills for all possible use cases in varying domains. Hence Evolvers has planned to partner with other highly qualified firms to complement each other on the required skills and experiences as described in the scope. This will ensure that Evolvers and its team will deliver the best services to the departments.

Team	Airport Experience; AI-ML Expertise
<b>The Evolvers Group (Prime)</b>	Evolvers has deep and broad expertise in various domains and implementing AI/ML use cases.
<b>ARC (Airport Research Center)</b> Entity: German GmbH (=LLC) Bismarckstr. 61. 52066 Aachen, Germany Uta Kohse; +49 178 168 68 96; <a href="mailto:uta.kohse@arc.de">uta.kohse@arc.de</a>	Leader in airport simulation: Successful projects in major airports across the world - Changi, Delhi, Dubai, LAWA, Munich, SFO, YYC, Zurich, etc. ARC's CAST is an airport simulation software, that provides airport capacity planning, airport master planning, airport terminal design, air traffic forecasting, using big data analysis, and ML algorithms.
<b>Rockport Software;</b> Entity: Private limited company 126 Fairlie Rd, Slough, Berkshire, SL14PY, UK; Bob Logan; +44 (0)7770-241267; <a href="mailto:bobl@rockportsoft.com">bobl@rockportsoft.com</a>	Extensive consulting work on AI/ML Modeling and Digit Twin technology. Expertise in ACRIS Semantic Model, the airport industry standard information model.
<b>REETECH (Rudra Enterprise LLC; dba: REETECH)</b> Entity Type: S Corp; 7428, Reverchon Drive, Irving, Texas 75063; Pankaj Sharma; 469-418-9511; <a href="mailto:pk@reetechusa.com">pk@reetechusa.com</a>	Provides professional services in Artificial Intelligence & Machine Learning projects.
<b>Glocal Networks (Glocal Inc)</b> Entity: S Corp, 6541 Puerto Dr., Rancho Murieta, CA 95683 Dr Harsh Verma, 650-224-2108 <a href="mailto:HARSH@GLOCAL.NET">HARSH@GLOCAL.NET</a>	Provides professional consultation and services in Artificial Intelligence & Machine Learning adoption strategy and implementation.

## Organization Chart – Proposed Personnel

*Note: This section is marked "Confidential". Our personnel are our big assets.*

Evolvers' team, including our subcontractor partners presented here, is technically diverse with expertise in various domains. Evolvers' strength lies in bringing the team together and with our local presence, we are the boots on the ground for any services our partners may provide.

### Core Team and Support Team – Interfacing with participating Entities

Clint Bailey is our designated Project Manager and has experience managing public sector projects. Santhosh Kumar and Ravi G our AI/ML Technical Consultants supporting Clint.

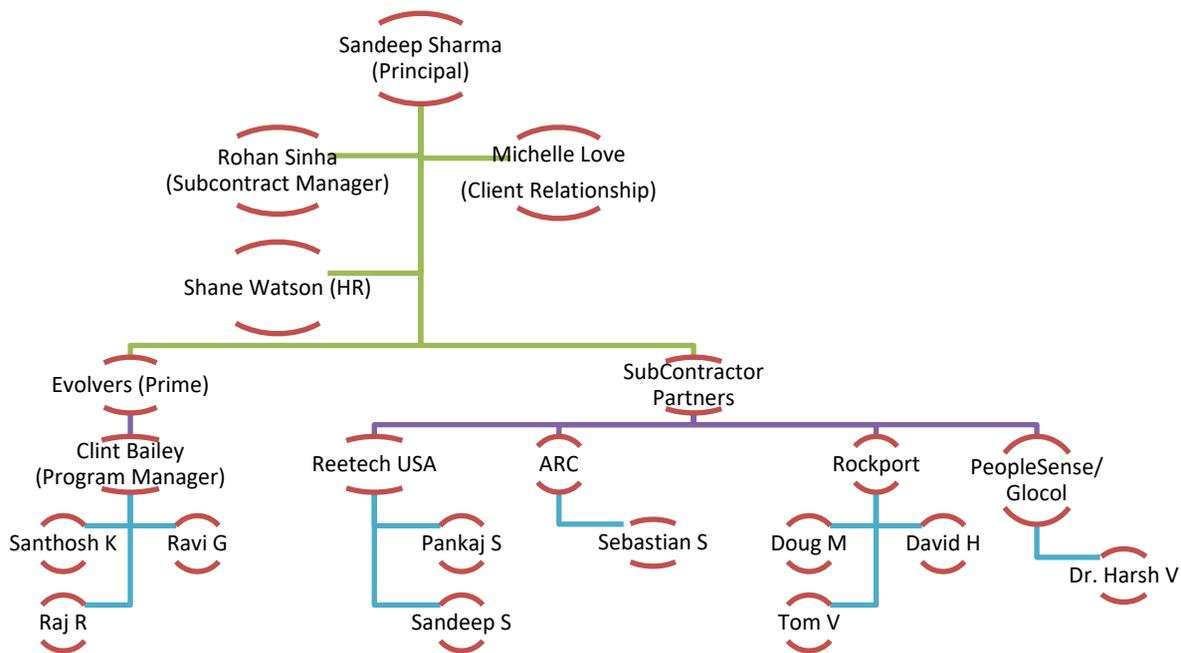
Additionally, Evolvers has a support team, with clearly defines responsibilities who will be provide required support to ensure smooth execution experience for the TxShare's departments.

Roles / Responsibilities	Personnel	Qualifications / Accomplishments/
<b>Point of Escalation(PoE) / Principal</b>	Sandeep Sharma	35 years of IT related experience. Contract Management. Point of Escalation
<b>Client Relationship Manager</b>	Michelle Love	Client management experience. Responsible for regular connect with client manager for new requirements, feedback first level of escalation.
<b>Subcontract Manager</b>	Rohan Sinha	Extensive subcontract management experience for clients.
<b>Human Resource Manager</b>	Shane Watson	Takes care of employees and subcontractors. Responsible to find talents with required skillsets.

Evolvers' Core team and the support team will interface with NCTCOG and Participating Entities' project management and team personnel.

Evolvers' Support team will take care of the Subcontractor management.

### Organization Chart



# Experience in AI Strategies and Implementation

Key experience by Evolvers and It's partners-

## AI Strategy advising and mentoring for School districts

By Evolvers' partner Glocal.

**Advising and Mentoring:** For Folsom-Cordova Unified School District, Dr Harsh Verma, in his capacity as Chairman, ACM Sacramento Chapter and Chair of the Future Worlds Symposium, "Living in an AI World", has organized multiple advising and mentoring session for the school district, which covers training, guidance, mentoring, advising and other activities.

**Created curriculum:** For the last 3 years, all the schools of the Folsom Cordova School District have participated in AI & IOT Driven Learning programs organized by Dr Harsh Verma, guiding a team of professionals from Microsoft, Amazon AWS, Google, Intel Corporation and others to create curriculum for introducing AI technical subjects as well as applications for various tracks for the local communities.

## Project: Crowd Analytics for ACE Trains

By Evolvers' partner Glocal

Glocal has developed and implemented IoT-based crowd monitoring solutions for ACE trains using PeopleSense™ technology for **California State Transportation Agency**.

## Project: Award winning innovative AI/ML based baggage solution

By Evolvers' partner Rockport

**The business issue:** Passenger experience is paramount in an airport. Rockport derived the notion that every passenger should feel like a VIP, and ideally all services directed at a passenger should reinforce that notion i.e. to delight the passenger.

For example, Rockport developed Unity model to simulate passenger flows at a virtual airport of Heathrow Airport's Terminal 5 baggage system. The result provides insight into Situational Awareness and Passenger Process Optimization at the airport, by incorporating data driven Decision Intelligence and Predictive Analytics. **This won award in TM Forum – Best Moonshot Catalyst, the Web3/Metaverse Challenge 2023.**

## Project: CAST's Security Management Solution

By Evolvers' partner ARC

Passenger demand prediction and Optimized resource supply from the domain leader ARC/CAST.

The SECURITY MANAGEMENT SOLUTION powered by CAST significantly reduces queues and waiting times and optimizes resource utilization by predicting demand and facilitating proactive resource management. Specially trained algorithms determine the matching resource requirements to achieve defined quality targets (Level of Service – LOS) for the forecasted passenger flow demand.

Based on big data analysis and deep learning technologies, extensive (historical) data is used to learn the system passenger behavior for a wide range of situations, thus enabling extremely accurate demand forecasts.

### Project: CAST's Terminal Simulation

By Evolvers' partner ARC

CAST Terminal provides scalable and realistic models of airport terminals and other passenger handling facilities. It enables decision support for planning, design, capacity analysis and optimization of terminal infrastructure and operational processes.

CAST Terminal is used to determine facility requirements and to validate new terminal layouts and processes in order to achieve maximum planning reliability at the earliest stage.

### Project: Scanning ID with ML to reference database

By Evolvers; Domain: Department of Public Safety / Security / TSA

Client received different types of documents that are processed one by one using rule-based mechanism. With image classification, the documents are classified prior to OCR processing.

Evolvers team used multi-class classification. Images classification model will identify a page into one of the categories identified in the dataset. The project reduced the OCR utilization by more than 60%.

### Project: Automating Repetitive Tasks

By Evolvers; Domain: Health Care

Client had multiple customers who raise claims or on-behalf of the patients; feeding the data manually was a tedious task involving long person-hours. This project objective was to automatically process the documents and to extract the entities required for processing claims.

Solution: Python is used. Advanced NLP techniques like transformer models BERT/ALBERT are used for entity extraction. Models are trained on the extracted text with the BERT models which are effective in NER-based scenarios like this.

The models helped the business to reduce the person-hours by more than 80%.

### Project: Sentiment Analysis

By Evolvers; Domain: Customer Service

Sentiment analysis using machine learning for analyzing textual data, such as reports, customer feedback, to extract insights about the sentiments, opinions, and attitudes expressed towards services.

**Algorithm/ Model selection:** Naïve Bayes classifiers, Support Vector Machines (SVM), Logistic Regression, and more recently, deep learning models such as Recurrent Neural Networks (RNNs), NLP with Spacy

### Project: Predictive Analytics

By Evolvers; Domain: Trading and portfolio optimization

Predictive analytics using machine learning for features like volatility, momentum, growth, value, volatility cluster patterns, time-based trends, seasonality, and lagged variables to capture temporal patterns in the data

**Algorithm/ Model selection:** Regression, Time Series, ML, RNN, CNN, DNN

# Compliance and Ethical Standards in AI implementation

Evolvers will bring in a comprehensive approach for Data security, IP protection, preserving ethics, removal of bias and the compliance needs of TxShare members. Evolvers' approach will ensure that the members of TxShare receives the best and safest of services.

## **Overall client security & protection:**

Evolvers' Team prioritizes security, data protection, and client protection during project delivery and in internal processes taking care of legal requirements and industry-standard security measures.

## Different compliance, ethical standards and regulations:

Where a member department can have specific needs, Evolvers understand that broadly the requirements are covered by the following key guidelines and frameworks –

- **Blueprint for an AI Bill of Rights:** This non-binding document outlines five key principles for the development and use of AI systems: safety, fairness, accountability, transparency, and privacy.
- **Principles for Trustworthy AI in Government:** These principles, developed by the White House Office of Science and Technology Policy, emphasize the importance of human-centered values, scientific integrity, and responsible innovation in AI development.
- **General Data Protection Regulation (GDPR):** Although not a US regulation, GDPR's principles can serve as a valuable framework for public sector organizations
- **Ethical Considerations:** Bias and fairness, Transparency and explainability and Accountability

## Planning and Implementation Approach

### **Data security while developing AI based projects.**

These measures include both technical and contractual safeguards.

**Technical Safeguards:** Implement access controls and permissions to restrict access to client data to. The Gen AI personnel. Their access is restricted to only the data and systems necessary to perform their tasks.

**Contractual Safeguards:** Implement contractual provisions with Gen AI personnel that prohibit them from accessing or reviewing client data.

### **Security throughout the product development lifecycle – from Ideation to Phase-out**

When developing any new AI / ML product, we suggest to enable following security measures -

- Identity and Access Management
- **Architecture and Engineering:** Optimize engineering experience through state-of-the-art tools that serve as a foundation for proper rule enforcement and accurate reporting.
- **Security Operations and Response:** Deploy updated boundary controls to identify malicious or anomalous behavior in real-time.
- **Cyber Resilience and Recovery:** Develop priority back-up, resilience programming and conduct automated failover / fallback testing program for critical applications.

- **Data protection and privacy:** Implement an automated and integrated data classification program. Create governance structure, deploy operating model, and define roles and responsibilities to support leading future DLP practices.

We will follow the below steps as we work through the product development lifecycle for any new AI / ML solution.

Security will be a central consideration throughout ideation, design + development, deployment + commercialization, and even phase out.

Phases	Ideation	Design + Development	Deploy + Commercialization	Phase-out
<b>Objectives and target state</b>	<b>1:</b> Consider security and data privacy in new innovations (e.g., Artificial Intelligence)	<b>2:</b> Design and build products “secure by design” following best practices to avoid resource and cost intense work at a later stage	<b>3:</b> Leverage security and data privacy as a commercial/ service differentiator. <b>4:</b> Comprehensively address service concerns <b>5:</b> Operate products securely	<b>6:</b> Decommission solutions securely, incl. ensuring of data privacy protection and educate customers on secure decommissioning
<b>[Apply across all phases of development]</b> <b>7:</b> Establish standardized 3rd party governance clearly defining security requirements, their adherence and incident response responsibilities in contracts <b>8:</b> Identify and fix vulnerabilities throughout the product development <b>9:</b> Meet customer expectations/needs related to security and data privacy, educate customers on security and privacy requirements, and put customers first <b>10:</b> Ensure compliance with relevant regulations and standards <b>11:</b> Manage risks associated with security and data privacy <b>12:</b> Attract, retain, and develop talent that promotes security and privacy throughout products				

### Ensure the Gen AI solution developed is fair (avoid bias) and ethical

Ensuring that Generative AI (Gen AI) solutions are free from bias is crucial for their ethical and effective deployment. Evolvers team recommends the following steps as a practice while developing AI solutions –

- Mandatory clear documentation
  - On the objectives, who will use the data, what data is required.
  - The model used and the training data used.
- Define data that could be biased and anonymize it.
- Set up guardrails for fairness and integrity: Implement guardrails.
- Set up periodical human review/audits to ensure non-bias, fairness and ethics.
- Apply reinforcement learning from human feedback.
- Set accountability.

## 5. Technical Proposal

Evolvers recommends **three level approach** for the digital transformation of a department for AI-ML adoption.

1. **Level 1 @ Organization level: Strategy** for AL-ML adoption
2. **Level 2 @ Domain level: Program Plan** – Assessment, discovery and technical roadmap
3. **Level 3 @ Use Case level: Project plan** – execution, implementation

It is critical that goals, policies and strategic plans are defined with sufficient clarity at the organization level. Each of the domains will further elaborate the org level program plans with additional details. Project plans at Use case level will ensure actual implementation, feedback loop and continuous improvement.

### Level 1 @ Organization level: Strategy for AL-ML adoption

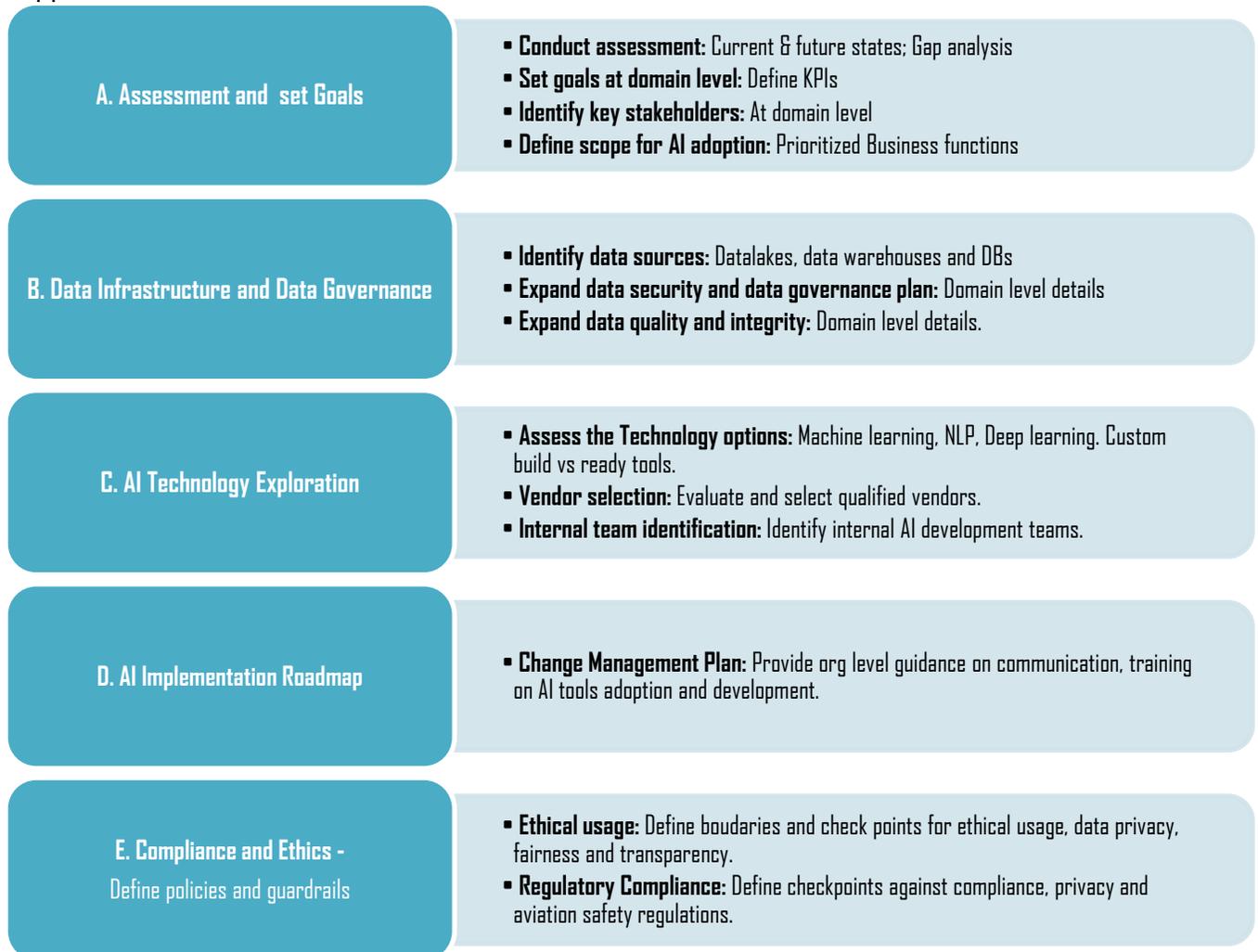
The Evolvers' team will work with the department to revisit the current strategic plan of the department for AI-ML adoption, identify any gaps and address the same. The AL-ML adoption strategy has five key areas as described below -

<b>A. Define Objectives and Scope</b>	<ul style="list-style-type: none"> <li>▪ <b>Set clear vision and goals:</b> Measurable goals.</li> <li>▪ <b>Identify key stakeholders:</b> Management, other employees, impacted users, developer groups, vendors.</li> <li>▪ <b>Define scope:</b> Identify prioritized domains for AI adoptions</li> </ul>
<b>B. Data Infrastructure and Data Governance</b>	<ul style="list-style-type: none"> <li>▪ <b>Identify data sources:</b> Datalakes, data warehouses etc.</li> <li>▪ <b>Create data security and data governance policies and plan</b></li> <li>▪ <b>Plan for data quality and data integrity</b></li> </ul>
<b>C. AI Technology Exploration</b>	<ul style="list-style-type: none"> <li>▪ <b>Guidelines for technology assessment:</b> Machine learning, NLP, Deep learning. Custom build vs Off the shelf tools.</li> <li>▪ <b>Select vendors:</b> Evaluate and select qualified vendors.</li> <li>▪ <b>Identify internal teams:</b> AI development teams.</li> </ul>
<b>D. AI Implementation Roadmap</b>	<ul style="list-style-type: none"> <li>▪ <b>Develop change management plan:</b> Provide org level guidance on communication, training on AI tools adoption and development.</li> </ul>
<b>E. Compliance and Ethics - Define policies and guardrails</b>	<ul style="list-style-type: none"> <li>▪ <b>Define Guideline for Ethical usage of AI:</b> Ethical use, data privacy, fairness and transparency.</li> <li>▪ <b>Define checkpoints for Regulatory Compliance:</b> Compliance, privacy and aviation safety regulations.</li> </ul>

## Level 2 @ Domain level: Program Plan

The Domain level program plan will have five key focus areas, same as that of the Org-level strategy. However, the Org-level strategies will be further expanded capturing domain level details in order to create the domain level program plan.

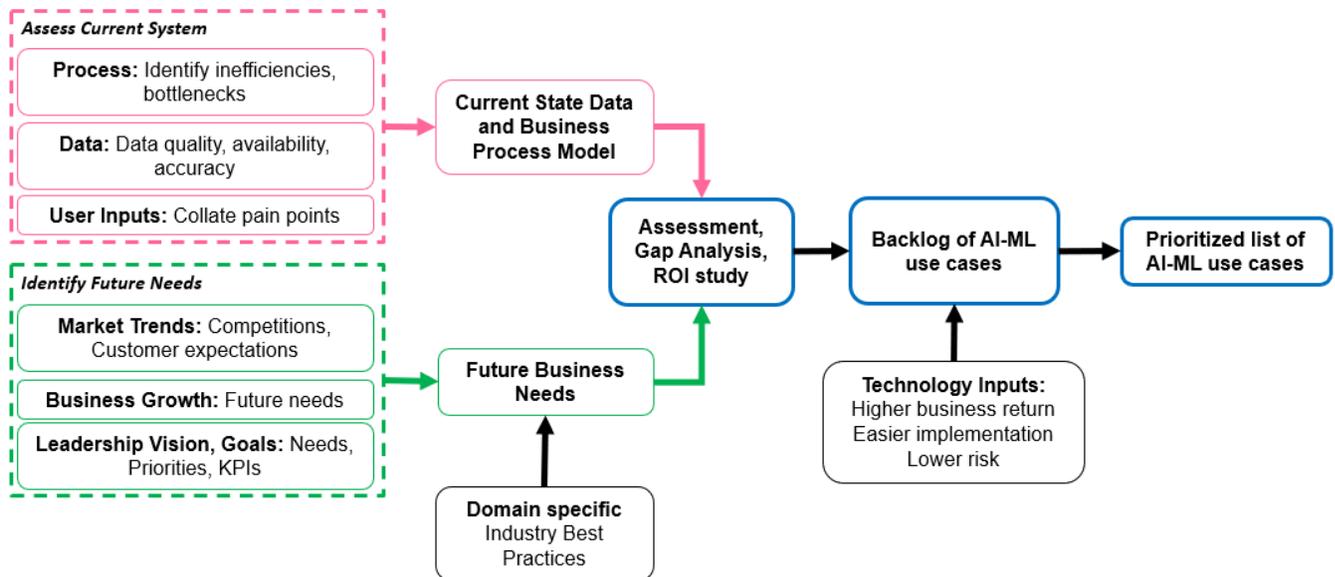
The domain level program plan will expand the data infrastructure, stakeholders and AI technologies to a greater detail. Also, the KPIs, Use-case identification and prioritization will happen at the domain level.



Availability of sufficient data volume and also quality of data are critical success factors for AI-ML projects. The available data needs to be cleaned up, prepared, split into training and testing data sets.

Decision on the best and most appropriate AI technology solution is the next important step. AI-ML can have different solution approaches. Decisions need to be taken on – whether to use traditional Machine Learning or Deep Learning/ Gen-AI, use LLM or SLM models, use custom build or commercial configurable solutions.

The first of the five key areas, 'Assessment and Set Goals' is a critical step to ensure that the compass, or the direction of the program is set up correctly. Evolvers recommends conducting a gap analysis between current state and future business needs for the domain. The intermediate outcome is backlog of AI-ML use cases. Then applying inputs on higher ROI (Return on Investment), ease of implementation and lower risks one needs to come up with the prioritized list of AI-Use cases. The gap analysis work-flow is described in the picture below.



## Level 3 @ Use Case level: Project plan

Evolvers recommends creating project plans at AI-ML use case development level. In general, every project starts with developing a Project Management Plan (PMP) including the following area –

- Project Overview
- Scope Management
- Estimation
- Schedule Management
- Financial(Cost/Budget) Management
- Staffing Management
- Stakeholder Management
- Communication Management
- Risk Management
- Quality Management
- Development Approach
- Software Process Improvement
- Change Management
- Compliance
- Performance Measurement
- Training
- Project Integration Management

AI-ML development project life cycle demands specific phases and activities related to data preparation and model developments. The **AI-ML use case level project plan** will consist of the following phases and tasks –

Phases and Tasks	Notes
<b>1. Project Initiation and planning</b>	
Capture the problem statement	Identify objectives and scope
Identify stakeholders	Identify stakeholders and publish RACI
Set KPIs and success criteria	
<b>2. Requirement Elicitation</b>	
Expand the requirement	Capture clear requirements and baseline
<b>3: Design</b>	
Identify Data sources	Datawarehouse, tables, files
Prepare data collection plan	Plan for data pipeline, frequency of refresh;
Model selection	Decide the appropriate model and algorithm
<b>4. Development</b>	
Data preparation	Clean, Transform and do feature engineering Split the data into training and validation sets
Develop model	Build and train the model
<b>5. Testing</b>	
Validate model	Review accuracy, precision
Performance testing	Test for efficiency
User Acceptance testing	User testing
<b>6. Ethical usage review</b>	
Architecture review for security	This will run in parallel to model development
Bias detection and Fairness assessment	Test for inherent bias
Transparency check	Ensure that the model's outcomes are understandable
<b>7. Phased Deployment</b>	
Phase 1: Pilot deployment	Rollout in a small scale; monitor the performance
Phase 2: Incremental roll out	Expand the user base gradually; monitor the performance
Phase 3: Full deployment	Release the model to complete user groups
<b>8. Monitoring and Maintenance</b>	
Continuous monitor	Set up regular / periodic review of the model for efficiency and ethical usage
Set up Feedback loop	Set up user feedback collection loop; review and take action
Plan and maintain the Model(s)	Set up regular model retrain schedule

## Project management methodology

Evolvers' project management methodology recommends structured approach -

**Project objectives and project scope:** Evolvers team will connect with the project sponsor to understand the project objectives. Evolvers' team will document the project objectives and scope.

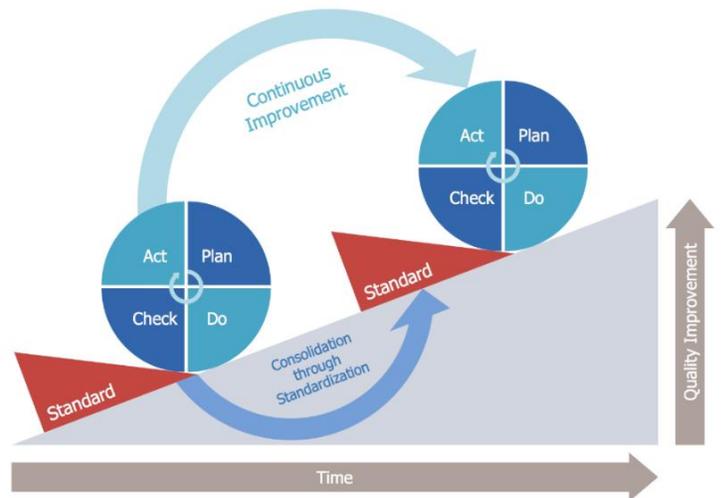
### Estimation and schedule management:

Estimation will be done based on industry standard, available estimation model, historical data points and SME inputs. As per the *Evolution Methodology*<sup>™</sup>, we will create a **Work Breakdown Structure (WBS)** that will become the base for the tracking the project cost and schedule at granular level. We learn from every project and build the model to better estimate the next one.

## Continuous Process Improvement

Evolvers' strength lies in our understanding of how to use inclusion and communication into and throughout the continuous improvement (CI) to keep the ownership, buy-in and smooth adoption.

Evolvers' recommends that the CI process will follow the PDCA cycle (Plan-Do-Check-Act) as in Figure below to continuously improve (move upwards) as described in the figure.



## Risk Management

The other key aspect of *Evolution* methodology is project risk management, including -

**Risk Identification:** Identify and manage risks throughout the project duration.

**Risk Prioritization:** Prioritize risks based on probability, severity and impact.

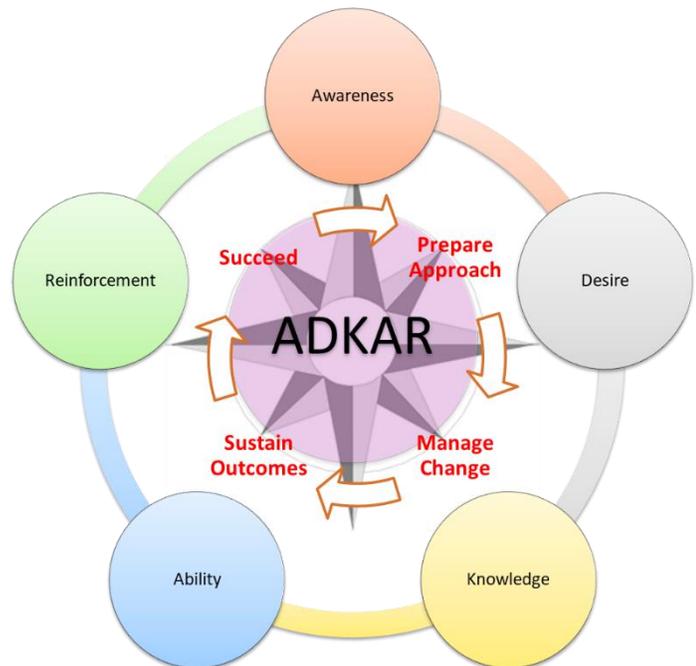
**Risk Response Strategies:** Strategize response strategies for the top risks based on options like - risk mitigation, avoidance, transfer, and also risk acceptance! Develop contingency plans.

**Risk Tracking:** Finally, diligently track and communicate the top risks to the right stakeholders.

## Evolvers' Change Management Methodology

Organizational Change will use the Prosci ADKAR Methodology.

1. **Awareness:** Understanding the need for change and its implications.
2. **Desire:** Having a positive attitude towards the change and a willingness to participate.
3. **Knowledge:** Possessing the information and understanding of how to implement the change.
4. **Ability:** Having the skills and capabilities to execute the change effectively.
5. **Reinforcement:** Sustaining the change through ongoing support and positive reinforcement.



## Stakeholder Management and RACI matrix:

Our team will identify the key stakeholders and publish a **RACI chart** - **R** (Responsible), **A** (Accountable), **C** (Consulted) and **I** (Informed) in order to setup clear expectations from the stakeholders. This will be a direct input for creating a clear communication plan addressing the needs for different stakeholders.

## Communication plan and status reporting:

Effective communication is critical to the success of any project. The goal is to ensure timely **generation, collection and dissemination** of correct project data and relevant metrics.

**Status Reporting:** As a best practice, Evolvers team will publish weekly and monthly status reports with visual **RAG indicator** (R – RED for issues/high risk, A – Amber for medium risks and G – Green for on-track).

## 6. Pricing

Item	Description	Price
1	Jr. Artificial Intelligence (Data Scientist)	\$125.00
2	Sr. Artificial Intelligence (Data Scientist)	\$165.00
3	Building Automation Systems Operator (N4)	\$110.00
4	Building Automation Systems Programmer (N4)	\$132.00
5	Building Automation Systems Developer (N4)	\$165.00
6	Sr. Building Automation Systems Energy Infrastructure Engineer	\$250.00
7	Master System Integrator	\$195.00
8	Jr. Business/Systems Analyst	\$80.00
9	Sr. Business/Systems Analyst	\$105.00
10	Jr. Data Analyst	\$80.00
11	Sr. Data Analyst	\$105.00
12	Jr. Cloud Architect	\$125.00
13	Sr. Cloud Architect	\$155.00
14	Jr. Machine Learning (ML engineer Versed in Code or no code environment)	\$125.00
15	Sr. Machine Learning (ML engineer Versed in Code or no code environment)	\$145.00
16	Jr. Program Manager (domain expertise)	\$170.00
17	Sr. Program Manager (domain expertise)	\$225.00
18	Jr. Project Manager (domain expertise)	\$195.00
19	Sr. Project Manager (domain expertise)	\$245.00
20	Jr. Simulation Engineer	\$170.00
21	Sr. Simulation Engineer	\$270.00
22	Jr. Subject Matter Expert Consultant	\$165.00
23	Sr. Subject Matter Expert Consultant	\$295.00
24	Jr. Software Engineer/Developer	\$95.00
25	Sr. Software Engineer/Developer	\$130.00
26	Jr. UX/UI Designer	\$90.00
27	Sr. UX/UI Designer	\$120.00
28	Sr. Innovation: Technology Scouting Specialist	\$285.00
29	Sr. Management Consultant	\$310.00
30	Sr. Technologist Expert	\$315.00

## 7. HUB Bonus

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

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

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

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

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

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

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

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

**Vendor to Sign Below to Attest to Validity of Certification:**

**The Evolvers Group, L.P.**

Vendor Name

Rohan Kumar Sinha Digitally signed by Rohan Kumar Sinha  
Date: 2025.01.13 08:59:51 -06'00'

Authorized Signature

**Rohan Kumar Sinha**

Typed Name

**01/13/2025**

Date

Not applicable.

## Texas Historically Underutilized Business (HUB) Certificate



Certificate/VID Number: 1752960146400  
 Approval Date: December 4, 2024  
 Scheduled Expiration Date: January 31, 2026

In accordance with the Memorandum of Agreement between the DALLAS/FORT WORTH MINORITY SUPPLIER DEVELOPMENT COUNCIL (DFW MSDC) and the Texas Comptroller of Public Accounts (CPA), the CPA hereby certifies that

### The Evolvers Group, L.P.

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed **December 4, 2024**, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, addresses, phone and fax numbers or authorized signatures) provided in the submission of the business; application for registration/certification into DFW MSDC's program, you must immediately (within 30 days of such changes) notify DFW MSDC's program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility. If your firm ceases to remain certified in the DFW MSDC's program, you must apply and become certified through the State of Texas HUB program to maintain your HUB certification.

*Statewide HUB Program  
 Statewide Procurement Division*

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<https://mycpa.cpa.state.tx.us/tpasscmbsearch/index.jsp>) or by contacting the HUB Program at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

# 8. Required Attachments

## 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.

The Evolvers Group, L.P.

Legal Name of Proposing Firm

Rohan Kumar Sinha

Contracts Specialist

Contact Person for This Proposal

Title

214-884-8390

contracts@evolversgroup.com

Contact Person Telephone Number

Contact Person E-Mail Address

1011 Surrey Lane, Building 200 Flower Mound, Texas 75022

Street Address of Principal Place of Business

City/State

Zip

1011 Surrey Lane, Building 200 Flower Mound, Texas 75022

Mailing Address of Principal Place of Business

City/State

Zip

Rohan Kumar Sinha

Contracts Specialist

Point of Contact for Contract Negotiations

Title

214-884-8390

contracts@evolversgroup.com

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 RKS #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

**REQUIRED ATTACHMENT CHECKLIST**

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

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

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

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

**Compliance with the Solicitation**

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

**Compliance with the NCTCOG Standard Terms and Conditions**

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

**Acknowledgment of Insurance Requirements**

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

Name of Organization/Contractor(s):

**The Evolvers Group, L.P.**

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:33:11 -06'00'

Date: **12/10/2024**

**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, Rohan Kumar Sinha (typed or printed name) certify that I am the Contracts Specialist (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):

The Evolvers Group, L.P.

Signature of Authorized Representative:

Rohan Kumar Sinha

Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:34:55 -0600

Date: 12/10/2024

**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):

**The Evolvers Group, L.P.**

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:35:38 -06'00'

Date: 12/10/2024

#### 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 or 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):

**The Evolvers Group, L.P.**

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:36:13 -06'00'

Date: 12/10/2024

**ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION**

The The Evolvers Group, L.P. (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 The Evolvers Group, L.P. (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):

The Evolvers Group, L.P.

Signature of Authorized Representative:

Rohan Kumar Sinha Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:37:48 -0500

Date: 12/10/2024

**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):

**The Evolvers Group, L.P.**

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:40:07 -06'00'

Date: **12/10/2024**

<b>CONFLICT OF INTEREST QUESTIONNAIRE</b> For vendor doing business with local governmental entity		<b>FORM CIQ</b>		
<p><b>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</b></p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<b>OFFICE USE ONLY</b> <hr/> Date Received:			
<p><b>1</b> Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center;">"NOT APPLICABLE"</p>				
<p><b>2</b> <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>				
<p><b>3</b> Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Name of Officer</p>				
<p><b>4</b> Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes      <input type="checkbox"/> No                 </p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes      <input type="checkbox"/> No                 </p>				
<p><b>5</b> Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p>				
<p><b>6</b> <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>				
<p><b>7</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%; border: none;"> <p>Rohan Kumar Sinha</p> <p style="font-size: small;">Digitally signed by Rohan Kumar Sinha Date: 2024.12.10 13:41:35 -06'00'</p> <p style="font-size: x-small;">Signature of vendor doing business with the governmental entity</p> </td> <td style="width: 40%; border: none; text-align: center;"> <p>12/10/24</p> <p style="font-size: x-small;">Date</p> </td> </tr> </table>			<p>Rohan Kumar Sinha</p> <p style="font-size: small;">Digitally signed by Rohan Kumar Sinha Date: 2024.12.10 13:41:35 -06'00'</p> <p style="font-size: x-small;">Signature of vendor doing business with the governmental entity</p>	<p>12/10/24</p> <p style="font-size: x-small;">Date</p>
<p>Rohan Kumar Sinha</p> <p style="font-size: small;">Digitally signed by Rohan Kumar Sinha Date: 2024.12.10 13:41:35 -06'00'</p> <p style="font-size: x-small;">Signature of vendor doing business with the governmental entity</p>	<p>12/10/24</p> <p style="font-size: x-small;">Date</p>			

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

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

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

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

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

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

(2) the vendor:

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

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

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

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

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

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

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

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

- (1) the date that the vendor:
  - (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
  - (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or
- (2) the date the vendor becomes aware:
  - (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
  - (B) that the vendor has given one or more gifts described by Subsection (a); or
  - (C) of a family relationship with a local government officer.

**ATTACHMENT VII: CERTIFICATION OF FAIR BUSINESS PRACTICES**

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

Name of Organization/Contractor(s):

**The Evolvers Group, L.P.**

---

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:42:50 -06'00'

---

Date: 12/10/2024

**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):

**The Evolvers Group, L.P.**

---

Signature of Authorized Representative:

**Rohan Kumar Sinha** Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:42:50 -06'00'

---

Date: 12/10/2024

**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.

**Rohan Kumar Sinha, Contracts Specialist**

(Printed/Typed Name and Title of Authorized Representative)

**12/10/2024**

Signature

Rohan Kumar Sinha  
Date: Sinha

Digitally signed by Rohan Kumar Sinha  
Date: 2024.12.10 13:45:01 -06'00'

**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: Rohan Kumar Sinha Digitally signed by Rohan Kumar Sinha  
Date: 2025.01.13 09:01:17 -06'00'

NAME OF AUTHORIZED PERSON: Rohan Kumar Sinha

NAME OF COMPANY: The Evolvers Group, L.P.

DATE: 01/13/2025

-OR-

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

SIGNATURE OF AUTHORIZED PERSON: \_\_\_\_\_

NAME OF AUTHORIZED PERSON: \_\_\_\_\_

NAME OF COMPANY: \_\_\_\_\_

DATE: \_\_\_\_\_

**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.**

<b>SIGNATURE OF AUTHORIZED PERSON:</b>	Rohan Kumar Sinha	Digitally signed by Rohan Kumar Sinha Date: 2025.01.13 09:03:04 -06'00'
<b>NAME OF AUTHORIZED PERSON:</b>	Rohan Kumar Sinha	
<b>NAME OF COMPANY:</b>	The Evolvers Group, L.P.	
<b>DATE:</b>	1/13/25	

-OR-

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

<b>SIGNATURE OF AUTHORIZED PERSON:</b>	_____
<b>NAME OF AUTHORIZED PERSON:</b>	_____
<b>NAME OF COMPANY:</b>	_____
<b>DATE:</b>	_____

**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: Rohan Kumar Sinha Digitally signed by Rohan Kumar Sinha  
Date: 2025.01.13 09:03:24 -06'00'

NAME OF AUTHORIZED PERSON: Rohan Kumar Sinha

NAME OF COMPANY: The Evolvers Group, L.P.

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: \_\_\_\_\_

**EXHIBIT 1: SERVICE DESIGNATION AREAS**

<b>Texas Service Area Designation or Identification</b>			
<b>Proposing Firm Name:</b>	<b>The Evolvers Group, L.P.</b>		
<b>Notes:</b>	<b>Indicate in the appropriate box whether you are proposing to service the entire state of Texas</b>		
	Will service the entire state of Texas	Will not service the entire state of Texas	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>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.</b>			
<b>Item</b>	<b>Region</b>	<b>Metropolitan Statistical Areas</b>	<b>Designated Service Area</b>
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			
<b>Proposing Firm Name:</b>			
<b>Notes:</b>			
<b>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</b>			
Will service all fifty (50) states		Will not service fifty (50) states	
<input checked="" type="checkbox"/>		<input type="checkbox"/>	
<p><b>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.</b></p> <p><b>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.</b></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