

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.

Legal Name of Proposing Firm

Contact Person for This Proposal

Title

Contact Person Telephone Number

Contact Person E-Mail Address

Street Address of Principal Place of Business

City/State

Zip

Mailing Address of Principal Place of Business

City/State

Zip

Point of Contact for Contract Negotiations

Title

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 _____ #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



| PROPOSAL |

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

Bid RFP #2025-023

JANUARY 13, 2024



North Central Texas Council of Governments
Attn: Purchasing Division
616 Six Flags Drive
Arlington, TX 76011

January 13th, 2024

Dear Ms. Littrell,

We are pleased to submit our proposal for Artificial Intelligence Consultancy Services in response to RFP #2025-023. At Resultant, we understand the critical role that advanced data and AI strategies play in achieving organizational objectives, enhancing operational efficiency, and fostering innovation.

Through our tailored approach, we aim to help NCTCOG harness the power of artificial intelligence to meet its strategic goals and deliver measurable outcomes. Specifically, we propose:

- **Strategic AI Development:** Crafting a long-term strategy aligned with NCTCOG's mission, identifying impactful use cases, and creating roadmaps for sustainable implementation.
- **Data and Analytics Readiness:** Establishing data governance, ensuring security, and optimizing infrastructure to prepare NCTCOG for AI scalability.
- **Pilot Testing and Training:** Delivering pilot projects that provide proof of concept and equipping your team with skills and tools to adopt AI effectively.
- **Innovation with Ethical Oversight:** Designing AI solutions that adhere to ethical guidelines and ensure fairness, transparency, and accountability.

Our experience includes implementing data-driven solutions that improve public services, optimize decision-making, and empower stakeholders. We have successfully partnered with organizations across sectors to deliver actionable insights, improve workflows, and address societal challenges through AI innovations.

We are confident in our ability to support NCTCOG's vision for innovation and excellence. Thank you for considering our proposal. We look forward to the opportunity to collaborate and help achieve transformative outcomes for your organization and its members.

Sincerely,

Chad Timmerman
Senior Workforce & Economic Development Consultant
ctimmerman@resultant.com
463-271-8497



Table of Contents

EXECUTIVE SUMMARY	4
KEY PERSONNEL	4
RESUMES	6
REFERENCES	11
PROJECT-RELATED EXPERIENCE & QUALIFICATIONS	11
Past Performance	12
Data Privacy, Compliance, and Governance	14
Experience Establishing Data, Analytics, & AI Centers of Excellence	15
Technical & Delivery Capabilities	19
TECHNICAL PROPOSAL	23
Phase 1: AI Strategy Development, Including Discovery and Assessment	24
Phase 2: Feasibility Study and Use Case Identification	25
Phase 3: AI Solution Design & Roadmap	27
Phase 4: Pilot Testing and Implementation Support	28
Phase 5: Training, Adoption, and Capacity Building	28
PROPOSAL PRICING	29
Personnel Rates	29
ASSUMPTIONS	30



EXECUTIVE SUMMARY

We, Resultant LLC, understand the scope and objectives of the AI Consultancy Services as outlined in the solicitation document RFP #2025-023 issued by the North Central Texas Council of Governments (NCTCOG). Our firm is committed to providing comprehensive AI consultancy services to enhance operational efficiency, improve decision-making, elevate service delivery, and foster innovation across NCTCOG and its TXShare Cooperative Purchasing Program members.

Our approach includes:

1. **Full Digital Ecosystem Governance & Management:** Ensuring framework, compliance, and risk practices are embedded in the end-to-end process, from design to deployment and training
2. **AI Strategy Development:** Collaborating with various departments to identify specific AI use cases, conducting needs assessments, and developing a long-term AI strategy aligned with the organization's goals.
3. **Feasibility Study and Use Case Identification:** Analyzing potential AI use cases, assessing their feasibility, and prioritizing them based on impact and ease of deployment.
4. **AI Solution Design and Roadmap:** Designing appropriate AI models and frameworks, providing a comprehensive implementation roadmap, and ensuring compliance with ethical guidelines and public sector regulations.
5. **Pilot Testing and Implementation Support:** Guiding the implementation of pilot AI solutions, evaluating pilot projects, and offering post-implementation support.
6. **Training and Capacity Building:** Providing training sessions and materials for staff, facilitating workshops, and developing a knowledge transfer plan to ensure sustainable AI operations.

We are confident in our ability to deliver the desired outcomes and look forward to the opportunity to work with NCTCOG and its members.

KEY PERSONNEL



Resource allocation is crucial for effective project planning and achieving client outcomes. We use a hybrid approach tailored to client expectations and project requirements, ensuring efficient service delivery without overstaffing or over-engineering. Resultant hires specialized professionals who contribute to various projects, reducing costs, maximizing productivity, and enhancing employee satisfaction. Through our extensive experience with public sector partners, we have found that sustained project success is seldom a result of technical expertise alone. Rather, success is dependent on our ability to understand the human and organizational challenges that bracket IT and data systems. Consequently, we supplement our technical talent with a deep bench of experienced subject matter experts (SMEs). These SMEs will support this engagement by helping participating entities to clearly articulate strategic objectives, understand challenges, research and analyze solutions, and support implementation.

Resource allocation is crucial for effective project planning and achieving client outcomes. We use a hybrid approach tailored to client expectations and project requirements, ensuring efficient service delivery without



overstaffing or over-engineering. Resultant hires specialized professionals who contribute to various projects, reducing costs, maximizing productivity, and enhancing employee satisfaction.

Given the diverse capabilities needed for this contract, we select resources based on project needs, ensuring the best solutions and outcomes. The level of effort for each role varies with project phases and demands, and additional resources may be applied as needed. Accordingly, the individuals listed below are the “key personnel” that Resultant intends to make available for MSA services dependent on participating entity proposed scope and need. Due to the variety of capabilities required for this contract, there are a wide range of resources with distinct capabilities that may be used to fulfill these positions. Titles and levels are equally diverse and reflect the breadth of skills and experience our team has. Additional and/or different individuals may also be utilized during the project. Every resource is selected at the time of the project to provide the client with the best solutions and outcomes each time a project is initiated.

ROLE	RESPONSIBILITIES
Engagement Manager and Sr. Workforce Consultant Chad Timmerman	- Ensures successful project delivery to client by working with BSO, TSO, and primary contacts at NCTCOG. - Serves as escalation point on project delivery resources. - Allocates resources to support successful project implementation. - Advises on project risks and roadblocks.
AI Strategy/Governance Architect Paola Saibene	- Expert in Artificial Intelligence - Advises team on industry best practices. - Identifies strategic opportunities for the client. - Provides insights from other agencies and organizations. - Implement policies to protect sensitive data and comply with regulatory and governmental requirements. - Create and update digital governance policies, & standards associated with risk and innovation practices - Assist in the development of a Center of Excellence for AI
AI Governance Specialist Jeromy Peacock	- Develop AI policies and guidelines - Ensure AI systems comply with standards - Identify and mitigate AI-related risks - Collaborate with stakeholders on governance - Promote transparency and accountability in AI
Solutions/Data Architect Sandip Biswas	- Interprets data architecture and modeling requirements to formulate architectural design documents and implementation plans. - Owns the tool selection effort. - Communicates issues and roadblocks to the project team.



ROLE	RESPONSIBILITIES
Project Manager/Business Analyst Eric Wurth	• Guides project vision and helps to ensure high quality outputs • Allocates Resultant resources to support project implementation • Advises on project risks and roadblocks • Provides recommendations on resolution of scope-related matters • Provides AI subject matter expertise

RESUMES

Paola Saibene

Digital Ecosystem Risk & Governance Specialist | *Project Role: Technical Subject Matter Expert*

Paola Saibene is a seasoned expert in digital ethics, cybersecurity, AI governance, data governance, IT governance, enterprise and operational risk management, data strategy, and data privacy, currently serving as both a Consultant at Resultant and the Senior Fellow for Digital Ethics and Data Privacy at the Institute for Global Engagement at Dallas Baptist University. She also holds roles as the Founder and Chair of the Center of Excellence in Digital Ethics and an Adjunct Professor for the Master's program in Information Technology Security & Risk Management. She teaches at Georgetown University, the University of Texas at Dallas, and Dallas Baptist University. With 30 years of experience, Paola has held multiple high-level positions such as CIO, CTO, CSO, and Global Privacy Officer in various sectors including the private sector, non-profit, government, education, finance, healthcare, and more. She has been in consulting for five years.

Education & Certifications

M.S., Counseling Psychology

University of Hawaii at Manoa

M.A., Literature & Linguistics

University of Hawaii at Manoa

B.A., Philosophy

University of Hawaii at Manoa

Certifications

- IBM Cloud Computing Practitioner Instructor | 2020
- IBM Cybersecurity Practitioner Instructor | 2020
- IBM Quantum Practitioner Instructor | 2020
- Enterprise Design Thinking Practitioner | 2020

Awards

- 2017 Merv Tarde Award, "Values in Leadership" Dallas, Texas
- 2014 Governor's Commendation for Cybersecurity
- 2013 Contractor of the Year, State of Hawaii, Governor's Recognition
- 2013 AFCEA Senior Government Executive Award
- 2012 Excellence in IT Award (Business Operations) - State of Hawaii
- 2007, 2004 Governor's Award EOY/Distinguished Service/Exemplary Work
- 2003 Governor's Award Distinguished Service



Professional Experience

Principal Consultant

Resultant | March 2021 to Present

Adjunct Faculty

Georgetown University | Nov 2020 to Present

University of Texas Dallas | January 2022 to Present

Panamerica Business School | November 2020

Founder Center of Excellence for Digital Ethics

Dallas Baptist University | October 2019

Faculty Member

Dallas Baptist University | January 2019

Panamerica Business School | November 2020

Vice President ERM

American Heart Association | 2019-2020

Global Data Privacy and Data Protection

Flowserve Corporation | 2017-2018

Strategy Officer

Referentia Systems Inc | 2015-2016

Chief Technology Officer

State of Hawaii | 2014-2015

Chief Information Officer

Mansha Consulting | 2013-2014

Chief Technology Officer

State of Hawaii | 2008-2013

Jeromy Peacock

Digital Governance Engagement Lead | *Project Role: Technical Subject Matter Expert*

Jeromy Peacock specializes in guiding businesses through strategic growth and data maturity with a focus in digital governance (AI/Data/Risk/IT). In his 7+ years with Resultant he has worked with companies across many industry verticals, including health care, distribution and logistics, education, social services, and real estate.

Education & Certifications

B.A., General Studies

University of North Texas

MS., Learning Technologies

University of North Texas

Alteryx Certified Professional

Tableau Accredited Trainer

Snowflake Cloud Analytics Master

Relevant Experience

Data Warehouse Implementation Project *North Texas Food Bank*

- Spearheaded the North Texas Food Bank's data warehouse implementation, leading a team to deliver a scalable solution that transformed NTFB from data-aware to data-driven. This project enhanced data accuracy, accelerated insights, implemented governance best practices and strengthened the organization's mission to fight hunger more effectively.

Camp Operations Support and Strategic Data Roadmap *Pine Cove*

- Led a technical team to support summer camp operations as well as the development of a strategic data roadmap to empower the organization to better leverage their data to drive strategic decisions that enrich the camp experience and support their long-term growth.

Operational Reporting and Strategic Planning *KidsCare Home Health*

- Led a team of developers to enhance operational reporting, improving visibility into the utilization of therapy services to better serve children with special medical needs at home. He also collaborated



with executive stakeholders to strategically plan a vision for leveraging data to further advance this mission and grow in their data maturity.

Sandip Biswas

Sr. Director/Solutions Architect, Data Science | *Project Role: Solutions Architect*

Sandip is a Data Scientist Team Lead with Resultant. In this role, Sandip applies his expertise in quantitative analysis and computing to analyze, understand, and transform data for Resultant clients. With a mathematical and statistical background, Sandip holds expertise in data analysis, machine learning, data visualization, application development, analytical models, and regression analysis. A problem solver at heart, Sandip is a highly cited physics researcher and has aided in efficient analytical and computational work in academia and across industries. Sandip has delivered 20+ projects leveraging data mining, statistical analysis, and machine learning techniques as primary individual contributor. He has developed research plans and POCs to solve complex business problems for clients. As a team lead, he has partnered with business stakeholders to develop use cases and scope of analytics solutions. Furthermore, he has been able to mentor and train junior data scientists.

Education & Certifications

Ph.D., Physics

University of Hawaii

M.S., Physics

Indian Institute of Technology, Kanpur

B.S., Physics,

University of Calcutta

Relevant Experience

Record Linkage and SLDS – Indiana MPH (Management Performance Hub) *State of Indiana*

- Delivered a high performance cloud based probabilistic record linkage/entity resolution system that linked 72+ datasets with 1.2 B records and created an MPI in less than 2 hrs. It joined people across domains such as Medicaid, prescription drugs, workforce, K-12 and able to track a person across all the tables. This enables data analysis across all domains.

COVID-19 Response *Indiana Department of Health (IDOH)*

- Delivered multiple predictive models to monitor disease propagation, hospitalization and state wide resource monitoring. Created an agent-based simulated model for such predictions. Based on the predictions, department of health based timely policy decisions

Lead Testing Prediction *120 Waters*

- Delivered a high performing predictive model that, based on infrastructure data (water line) and preliminary testing results, predicted the probability of lead-based supply line in residential locations. The model divided the residential areas into geospatial tiles and created probability for the spatial coordinates. The model predicted for 6 cities both large and small.

ECIDS Review and Analysis *Center for Public Partnerships and Research, Kansas*

- Developed cloud architecture for unduplicated counts for early childhood population

INMAX *Family and Social Services, State of Indiana*

- Implemented cloud-based architecture to streamline data sharing and use case development for state agency



Eric Wurth

Business Architect & Sr Manager, Digital Consulting | *Project Role: Business Analyst*

Eric brings 17 years of project and business leadership experience to his role as a Lead Business Analyst. Throughout his career, he has worked in highly regulated and technical organizations across multiple industries and sectors. As an accomplished consultant, he remains passionate about solving problems and helping people to thrive! Reach out if you are looking for a strong strategic leader, who is passionate about organizational development, change management, and building excellence into the culture of a team.

Education & Certifications

M.S., Management and Leadership

Western Governors University

B.S., Computer Science

Butler University

Relevant Experience

Social Health Information Exchange *Colorado Health Care Policy & Financing*

- SHIE was a 1.5-year project with Colorado HCPF to develop an interoperability platform that allows for people to connect with services which address their social health needs. Performed discovery, crafted requirements, developed process maps, facilitated brainstorming, helped to craft technical documentation.

Child and Parent Services & Pre-K *Georgia Department of Early Care & Learning*

- CAPS and Pre-K were a combined 2-year project with Georgia DECAL to support the rollout and transition to an integrated platform. Performed discovery, created process maps, completed a gap analysis, developed personas, mapped user journeys, performed requirements analysis, and facilitated brainstorming and design thinking meetings.

Data Driven Recovery And Prevention *Indiana Management Performance Hub*

- DDAPR was a 4-year project with the State of Indiana MPH to analyze linked data which originated from separate state agencies. The goal was to understand the impact and outcomes of the Opioid Epidemic and enable the state to make data driven decisions. Created business requirement documents, data dictionaries, data flow diagrams, process maps, wireframes, metadata catalog, tool scoring assessments, use cases, personas, facilitated brainstorming, quality assurance processes and website development.

Chad Timmerman

Senior Workforce & Economic Development Consultant | *Project Role: Engagement Manager*

Chad Timmerman is a Senior Workforce Development Consultant at Resultant, where he leverages his extensive experience to enhance workforce initiatives and optimize data-driven solutions. Previously, Chad served in the Indiana Governor's Office, contributing to significant policy development and implementation. His strategic approach and dedication to improving workforce outcomes have made him a key player in both state and organizational efforts to drive economic growth and efficiency. Chad's expertise in public policy and his commitment to continuous improvement continue to benefit the communities he serves.

Education & Certifications

Juris Doctor (J.D.) Indiana University

Robert H. McKinney School of Law



Master of Public Administration (M.P.A.)

Indiana University School of Public and Environmental Affairs

B.A., Political Science and Government

Indiana University, Bloomington

Attorney License

Indiana State Bar (Attorney No: 36087-49)

Experience

Unemployment Insurance Plain Language *Indiana Department of Workforce Development*

- Currently leading efforts to transform communications related to the UI process into plain language, resulting in improved comprehension, faster processing times, and reduced administrative burdens for claimants and DWD.

Workforce and Education Return on Investment Study *Florida Commerce*

- Serviced as Primary Consultant and Engagement Manager for the Workforce and Education ROI project.
- In alignment with the REACH Act (House Bill 1507), partnered with Florida Commerce and Local Workforce Development Boards to collect and analyze data to better understand citizen outcomes.
- Analysis included WIOA programs, Wagner-Peyser, Welfare Transition, and Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).

Education Policy Experience *Indiana Governor's Office*

- Coordinated strategy development, advocacy, and implementation efforts to realize the Governor's education priorities through legislative, regulatory, and administrative processes.
- Communicated Governor's education policy priorities to the state legislature, interest groups, and key stakeholders through direct dialogue, public testimony, board service, and speaking engagements.
- Absorbed and applied feedback from interest groups, professional associations, legislators, and education-focused constituencies.
- Prepared and advised State Board of Education appointees to advance shared policy objectives.

Central Indiana Rapid Reemployment Response Initiative | *Ascend Indiana and EmployIndy (Region 12 Workforce Board)*

- Lead efforts to partner with Indiana Department of Workforce Development (DWD) to access unemployment insurance claimant information to facilitate targeted outreach efforts and support services offered by Ascend Indiana and EmployIndy.
- Developed written summaries of federal/state statute and agency-level rules applicable to unemployment insurance data by stage, including claimant application, eligibility determination, reemployment servicing, and intra-agency sharing.
- Negotiated, developed, and executed multiple data sharing agreements with the Indiana DWD and program administrators to ensure regulatory and system-level compliance.

Ascend Indiana Talent Pipeline Development Program (ARPA SLFRF) | *Ascend Indiana and EmployIndy (Region 12 Workforce Board)*

- Led ARPA grant application and development process efforts for Ascend Indiana and EmployIndy partnership to support co-developed (employer and higher education) postsecondary pathway and work-based learning experiences.
- Provided data and regulatory analysis to ensure partnership activity aligned with grant eligibility requirements.



REFERENCES

REFERENCE #1	AMERICAN NATIONAL BANK OF TEXAS	
Reference Name	Bruno E. Skerianz, AVP, Data & IT Governance Manager	
Phone/Email	(214) 863-7961	brunoskerianz@anbtx.com
REFERENCE #2	HOOSIER ENERGY RURAL ELECTRIC COOPERATIVE INC	
Reference Name	Chris Blunk, Chief Administrative Officer	
Phone/Email	(812) 876-2021	cblunk@hepn.com
REFERENCE #3	INDIANA DEPARTMENT OF HEALTH (IDOH)	
Reference Name	Bob Davis, Chief Data Officer	
Phone/Email	(317) 233-7673	rodavis@health.in.gov
REFERENCE #4	WORKFORCE SOLUTIONS FOR NORTH CENTRAL TEXAS	
Reference Name	Jacob Jimenez, Workforce Research Analyst	
Phone/Email	(972) 937-8114	jjimenez@dfwjobs.com

PROJECT-RELATED EXPERIENCE & QUALIFICATIONS

Resultant is a technology, data analytics, and management consulting firm headquartered in Indianapolis, Indiana. Resultant has worked with clients throughout the country since 2008 to achieve their organizational goals by maximizing their **people**, **processes**, and **technology**. We serve more than 750 active clients in the public and private sectors. Today, we have 450+ talented employees and continue to grow. Our team includes strategists, technical experts, project managers, and high-level business consultants with extensive experience and expertise in data collection, analysis, and data management.

Resultant has extensive experience evaluating and maximizing our clients' current technology/tools investments and incorporating them into advanced data and AI solutions, ensuring that innovation and risk management (inclusive of legal obligations) are embedded seamlessly. Accordingly, we will collaborate with NCTCOG and participating entities to ensure the technology and tools recommended in our solutions meet the organization's strategies and policy requirements.



Resultant is a technology agnostic partner for its clients, prioritizing successful outcomes through flexibility and scalability, and focusing on balancing function and cost to ensure financial sustainability. We find the best solutions for you, your use cases, and your teams. We focus on technology that supports successful outcomes for your staff internally and your constituents externally. Our solutions are flexible and scalable to change with the business as new requirements are identified, new team members join, or residents need change. When working with clients, Resultant makes strategic decisions on implementing portable agnostic solutions versus utilization of cloud-native services to optimize best-of-class solutions. We focus on balancing function and cost to ensure financial sustainability.

Past Performance

Resultant's pioneering initiatives leveraging AI have propelled transformation across various sectors. Resultant is adept at designing Centers of Excellence and implementing comprehensive integrated data systems across various sectors, including statewide initiatives, individual agencies, and regulated commercial spheres. Leveraging its Govern-by-Design methodology, Resultant creates ecosystems primed for Artificial Intelligence (AI) readiness, focusing on certifying crucial aspects of the data lifecycle to improve AI's accuracy and transparency. This approach expands dimensions of data quality, providing robust risk management for data and AI governance. Our processes have helped clients reduce risk and liability by demonstrating adherence to controls and audit preparedness and integrate various controls from legal, compliance, data privacy, AI federal frameworks, and several other areas. This integrated approach enriches data maturity, enhances enterprise culture, strengthens interoperability, and accelerates compliance and data quality, ensuring delivered programs are effectively measured, optimized, and aligned with strategic goals.

We are confident our diverse and deep AI consulting experience will enable our team to meet the needs and objectives of participating entities.

WORKFORCE RECOMMENDATION ENGINE: Resultant developed the first-of-its-kind tool that uses a Resultant-developed ML algorithm called a Recommender System to provide individuals with customized workforce recommendations based on state data. This system employs advanced machine learning techniques like collaborative filtering, hybrid filtering, and k-nearest neighbors algorithm (k-NN) models, offering easy-to-navigate job and training recommendations. For more information, see: [New Workforce Recommendation Engine Transforms Services](#)

To provide recommendations, the model takes an individual's longitudinal data from various Indiana agencies, including the Indiana Department of Education, Commission for Higher Education, and the Indiana Department of Workforce Development, and runs it through record linkage at the [Management Performance Hub](#) (MPH). After record linkage and deidentification, the model harnesses an individual's state data (i.e., education level, wage data, and previous job experience) via an algorithm our team created to identify similarly situated individuals with matching personas and positive occupational outcomes. Using this information users are provided personalized career occupations and training recommendations. For more information, see: [New Workforce Recommendation Engine Transforms Services](#)

AMERICAN NATIONAL BANK OF TEXAS DESCRIPTION: Resultant designed a Risk-Based AI Governance Program as a foundational component of the organization's Center of Excellence in Technology and Engineering. We worked through multiple functional layers such as legal, enterprise risk management, operational risk management, data privacy, data security, data management, data quality, data governance, records management, and third-party risk management to design governance that would be sustainable, practical, and could be implemented without a severe operational impact. At the core, Resultant utilized Metadata Management Lifecycle, from its Govern-by-Design proprietary methodology, to equip data stewards,



data scientists, enterprise architects, governance, and privacy stakeholders to form a cohesive approach to managing AI across the enterprise.

INDEXING AND SEARCHING STRUCTURED AND UNSTRUCTURED DATA: Resultant has engaged in the evaluation, customization, and implementation of search technologies and indexing to optimize information retrieval across multiple structured and unstructured data sources for numerous clients, including the Department of Defense (DoD) and the State of Indiana. The Naval Surface Warfare Center - Crane Division entrusted Resultant to create a web application to display data relevant to supply chain analysis of microelectronic parts critical to naval weapons manufacturing. The application relies on Natural Language Processing (NLP) and Name Entity Recognition (NER) models to extract information from various public and private sources. This AI system leveraged historical sales, transportation, and client demand data to develop custom ML algorithms, providing strategic recommendations for distribution footprint design and supply chain performance improvements. For more information, see: [Conquering Supply Chain Risks with AMARO - Secure, Automated, Safe](#)

ADDRESSING THE OPIOID EPIDEMIC THROUGH MACHINE LEARNING: Resultant, in partnership with a state agency, acquired, cleaned, and linked many statewide datasets to help understand and address the opioid crisis. Resultant data scientists applied analysis and machine learning techniques to this rich set of combined data, which previously had been siloed in separate agency databases. Resultant identified optimal locations for new opioid treatment programs, developed a timely alert email to highlight any significant spike in overdoses, created a publicly available map to visualize hotspots where naloxone was administered by EMS, and improved the ability to identify non-fatal and fatal overdoses in data from emergency departments and death records. Resultant also used the data and advanced analytics to debunk common myths, showing that syringe exchange programs do not attract more crime, that most overdose deaths involve illicit drugs and not prescription opioids, and that meth-related overdose deaths are increasing but usually also involve opioids.

EDUCATIONAL DATA ANALYTICS PLATFORMS: Resultant developed an Early Warning Indicator algorithm with a SEA that predicts on-time K-12 graduation with 99.1% accuracy. To support higher education, Resultant's Campus Analytics Engine™ was designed to help institutions identify students in need of additional support and to help financial aid officers optimize institutional need-based aid awards to increase the likelihood of matriculation, as described below:

- **Matriculation Probability & Financial Aid Optimization:** Predicts each applicant's likelihood of enrollment and optimizes financial award amounts based on applicant sensitivity and financial models.
- **Student Retention & Success Strategy:** Forecasts the likelihood of student retention through a success score, identifying risk factors for attrition and aiding in developing targeted intervention strategies. For more information, please see: [Data Analytics and AI in K-12 Education](#)

INDEXING AND SEARCHING STRUCTURED AND UNSTRUCTURED DATA: Resultant has engaged in the evaluation, customization, and implementation of search technologies and indexing to optimize information retrieval across multiple structured and unstructured data sources for numerous clients, including the Department of Defense (DoD) and the State of Indiana. The Naval Surface Warfare Center – Crane Division entrusted Resultant to create a web application to display data relevant to supply chain analysis of microelectronic parts critical to naval weapons manufacturing. The application relies on Natural Language Processing (NLP) and Name Entity Recognition (NER) models to extract information from various public and private sources. This AI system leveraged historical sales, transportation, and client demand data to develop custom ML algorithms, providing strategic recommendations for distribution footprint design and supply chain performance improvements.



CITIZEN EXPERIENCE ENGAGEMENTS: Resultant has helped government agencies, universities, and enterprises organize data and systems using a human-centered design approach. We develop user-centric solutions based on client needs, incorporating data maturity assessments, enterprise information management, advanced analytics, and digital transformation. Resultant has revamped grants management, licensure, and data submission processes, including assessment, design, deployment, training, and change management. Specifically, we led stakeholder engagement and use case identification for the Texas Education Exchange, enhancing local data use and human experience.

Data Privacy, Compliance, and Governance



Resultant's data governance and compliance expertise spans diverse sectors, ensuring security measures and adherence to regulatory standards. Resultant facilitated a comprehensive security overhaul in a recent municipal government compliance project to align with the latest General Data Protection Regulation (GDPR) and state-specific privacy laws.

Moreover, Resultant played a pivotal role in establishing Indiana's Management Performance Hub (MPH), a statewide, cross-agency entity facilitating data sharing. Resultant's development of the CoRE™ platform enables secure data utilization across Indiana's agencies, ensuring proper ownership and compliance with laws and policies. Additionally, Resultant's contributions extend to various initiatives, including aiding education organizations in obtaining certifications and implementing risk management strategies, highlighting our commitment to fostering data integrity and regulatory compliance across diverse domains.

MUNICIPAL GOVERNMENT COMPLIANCE PROJECT: Resultant guided a municipal client through a comprehensive security overhaul to align with the latest GDPR and state-specific privacy laws. This included updating their data handling protocols and training municipal staff in the latest data protection best practices.

A STATEWIDE, CROSS-AGENCY ENTITY: The State of Indiana created a centralized agency called the Management Performance Hub (MPH), whose purpose is to facilitate cross-agency data sharing. Resultant developed the CoRE™ platform to facilitate the secure use of data for the state of Indiana, which is now used to facilitate this data sharing across the agencies. With the development of such a tool, Resultant's data governance team worked alongside agency directors, legal teams, and security teams to ensure the shared data maintained proper ownership. Resultant has collaborated with tools such as Data.World, Alation, Informatica, Azure Purview, etc., to help state agencies follow where data is used, flagging the data with the applicable laws and policies, and ensuring knowledge of what agency and even what person is the data owner.

HEALTH AND HUMAN SERVICES PROJECT: Our Health and Human Services practice builds on Resultant's strengths and is supplemented by over a century of combined HHS specific policy and technology expertise. Consequently, we now support state and local agencies to build their data centers of excellence and begin their data modernization journeys across the country. Whether it starts with an assessment and road-mapping exercise, building a data warehouse, or implementing custom or commercial machine learning, business intelligence, and related tools, we have done almost anything a client can imagine. We have grown our Health and Human Services (HHS) work to support the entire health spectrum from non-profits and community-based organizations (CBOs) to providers, to Medicaid agencies, public health departments, and more.

ADDITIONAL EXAMPLES:

- Creating and updating data privacy and security policies and procedures to ensure compliance with NIST800-53, ISO27001, and CDMC at the Indiana Department of Health.
- Aiding a non-profit elder care facility in Indiana to obtain HITRUST certification.



- Standing up governance efforts in support of the adoption of the Ed-Fi data standard at the Indiana Department of Education and Georgia Department of Early Care and Learning
- Guiding in deploying a risk management strategy for the display of aggregated discipline data for SEAs
- Guided in developing suppression guidelines for aggregated and row-level student PII at the Indiana Department of Education.

DATA GOVERNANCE PRACTICE

Resultant understands the accelerating power of AI governance, data governance, innovation practices, and risk management. These elements combined can significantly impact your organization through a fast-tracked approach and successful centers of excellence that demonstrate and quantify positive outcomes. Our practitioners' decades of experience are codified in our Govern by Design (GbD) methodology, a comprehensive approach to data governance. This methodology helps NCTCOG implement standardized data policies and improve organizational interaction with data and AI. Resultant fosters a culture of data-informed decision-making by building a foundation of data governance, data management, and analytics frameworks using modern tools. Our action-centered mindset ensures your people, processes, and tools support your mission through consistent analysis and iteration. Govern by Design understands your needs and outcomes, building a certification process that showcases expertise while considering current and future initiatives. This approach delivers quick value, creates a strong foundation, and opens doors for funding by impacting every area of an organization-not just IT.

ORGANIZATIONAL CHANGE MANAGEMENT PRACTICE

Resultant's Organizational Change Management (OCM) team integrates change management activities into the overall project plan, using Prosci's Change Management Methodology and ACMP Standards. Our strategy is customized for each engagement based on the changing characteristics, complexity, and the organization's change agility, culture, and past experiences. An OCM specialist works with the implementation team to lead people-focused change efforts throughout the project. Integrating OCM activities enhances user adoption, sustains change, and ensures desired outcomes, resulting in a better experience for the client team and stakeholders.

Experience Establishing Data, Analytics, & AI Centers of Excellence

Resultant is adept at designing Centers of Excellence and implementing comprehensive integrated data systems across various sectors, including statewide initiatives, individual agencies, and regulated commercial spheres. Leveraging its Govern-by-Design methodology, Resultant creates ecosystems primed for AI



readiness, focusing on certifying crucial aspects of the data lifecycle to improve AI's accuracy and transparency. This approach expands dimensions of data quality, providing risk management for data and AI governance.

Resultant emphasizes the certification process of data for AI readiness, enabling executive sponsors to clearly see the returns on investment in terms of certified data sources' impact on citizens and key performance indicators (KPIs). This process not only reduces risk and liability by demonstrating adherence to controls and audit preparedness but also integrates various controls from legal, compliance, data privacy, AI federal frameworks, and several other areas. This integrated approach enriches data maturity, enhances enterprise culture, strengthens interoperability, and accelerates compliance and data quality, ensuring delivered programs are effectively measured, optimized, and aligned with strategic goals.



THE INDIANA MANAGEMENT PERFORMANCE HUB (MPH)

Resultant's transformative journey with the Indiana Management Performance Hub (MPH) began with a visionary executive order that sought to revolutionize how the state managed and utilized its data. Recognizing the immense potential of data to drive meaningful change and improve public services, MPH was designed to be the cornerstone of data-driven decision-making for Indiana. The collaboration with Resultant was a pivotal element in this journey, leading from the creation of MPH through statute to its establishment as a fully operational agency delivering significant public value.

Data Governance Framework: Resultant built a comprehensive data governance framework, creating standardized policies for data access, privacy, security, and usage.

Statewide Federated Data Platform: Resultant designed a scalable infrastructure for integrating disparate data sets across agencies while maintaining data ownership.

Probabilistic Record Linkage: Developed an advanced solution to integrate disparate data sets, creating comprehensive datasets without compromising privacy.

Enhanced Research Environment: Established a secure environment for data collaboration, enabling researchers to work on data-driven projects with stringent security standards.

Data Request Processes: Implemented standardized data request processes and legal agreements to protect data privacy and ensure compliance.

Public Data Portal: Developed a public data portal with accessible data sets, visualizations, and dashboards for transparency and public engagement.

Impactful Analysis:

- **Infant Mortality:** Deployed predictive models for early intervention, reducing infant mortality rates.
- **Substance Use Disorder:** Integrated data to inform policies and interventions, improving public health outcomes.
- **Child Welfare:** Linked data to identify at-risk children, enhancing child protection services.
- **COVID-19 Response:** Provided real-time data dashboards and predictive analytics to guide response efforts.

Through this collaboration, Resultant helped MPH become a model for data-driven government, delivering transformative public value.

PROTOBOT

Resultant's AI initiatives have led to transformative outcomes across various sectors. One notable achievement is ProtoBot™, an AI tool enhancing productivity and confidentiality within Resultant's workforce. Its intuitive web interface facilitates rapid responses to staff queries and real-time document processing.

Resultant's AI-powered tool, ProtoBot™, enhances productivity and efficiency for over 500 employees nationwide while maintaining confidentiality. Unlike conventional AI platforms, ProtoBot™ operates securely in the cloud, ensuring data privacy, allowing the safe entry of proprietary information.

ProtoBot™ is a sophisticated, secure, cloud-hosted tool powered by AI and fine-tuned with the company's proprietary knowledge base. It features an intuitive web interface for rapid query responses and real-time document processing, aiding in content deciphering, document crafting, and comparative analyses. Future versions of ProtoBot™ will interface seamlessly with various data sources and repositories. Users can choose



from multiple large language models (LLM), including open-source and proprietary options, for linguistic processing.

ADDITIONAL RELEVANT PAST DATA PROJECTS

PROJECT CLIENT	DESCRIPTION
Rhode Island Early Childhood Education Division Indent Toddler Funding Strategic Plan	Resultant worked with the RI Early Childhood Education Division to revise the infant and toddler childcare funding model amid a supply crisis. They analyzed national and state models, conducted stakeholder outreach, and synthesized data to create a roadmap. This roadmap included policy levers, funding streams, legislative opportunities, regulatory actions, and CCDBG contract offerings to transform the funding paradigm.
Indiana Department of Education (IDOE) Statewide Longitudinal Data System (SLDS)	Resultant helped IDOE develop and implement a change management strategy for their SLDS. They identified key issues like lack of vision, limited awareness, data privacy concerns, and past negative experiences. Resultant created a strategy addressing these challenges, developed vision statements, guiding principles, use cases, and engagement strategies. They continue to navigate the complex ecosystem to build momentum toward the SLDS vision.
Georgia Department of Early Child Care and Learning (DECAL) Early Childhood Data System (ECIDS)	A multi-disciplinary team reviewed Indiana's Birth-to-Five programs' data collection practices and created a roadmap for implementing an integrated early childhood data system (ECIDS). This roadmap is now being executed to deliver an end-to-end analytics solution for key business questions and public policy.
Indiana Office of Early Childhood and Out-of-School Learning (OECOSL) Strategic and Application Portfolio Modernization Support	Resultant provided full IT portfolio delivery execution, program, and innovation leadership to OECOSL. Services included needs assessments related to strategic initiatives and the populations OECOSL serves, visualizing key performance indicators, executive advice and support for IT system replacement, SOW drafting and procurement, IT system implementation management, vendor management, issue triage and remediation, interoperability support and data management, and testing management. Resultant used our outcomes-focused approach to help OECOSL develop and implement its strategic vision.
U.S. Health and Human Services, Cross-Departmental Data Sharing and Analysis	Resultant partnered with HHS to improve data sharing and usage by implementing a secure, scalable cloud architecture. This included a searchable metadata repository, a workflow management tool for data use agreements (DUAs), and activities to drive adoption and change. The solution enhanced data-sharing efficiency, supporting data-driven policy and projecting \$64M savings over 10 years. Key features include an elastic computing environment, a metadata catalog speeding dataset identification



PROJECT CLIENT	DESCRIPTION
	by 80%, a code repository reducing project time by 15%, and a streamlined DUA workflow improving efficiency by up to 80%.
Indiana DWD Workforce Recommendation Engine	Resultant built the Workforce Recommendation Engine (WRE) to provide personalized occupation recommendations using statewide longitudinal data systems (SLDS) and workforce data. Leveraging AI and machine learning, the WRE suggests careers based on individuals' past occupations, experience, wages, education, local job market, and similar individuals' outcomes. The algorithm deidentifies and links data to match personas with relevant occupational outcomes, offering top career recommendations and training pathways. This project involved collaboration with Indiana agencies and the Indiana Office of Technology. Users receive 15 recommendations, including occupation details, training, wages, job demand, openings, and training duration. They can rank and sort these recommendations and provide feedback to refine the algorithm. The WRE empowers Indiana citizens to make informed workforce decisions, driving economic growth and mobility.
Colorado Department of Public Health and Environment (CDPHE) Disease Control and Public Health Response Division (DCPHR) Data Lakehouse	DCPHR aimed to modernize its data architecture for a single source of truth to improve public health outcomes. Resultant integrated multiple data sources into a data lakehouse, enabling enhanced disease management, reporting, analytics, and health outcomes. This solution reduced operational burdens through efficient data ingestion, automated quality control, seamless data transfer, person-centered linkage, data governance, and an environment for advanced analytics.
New York eHealth Collaborative (NYeC) - Health Information Exchange (HIE) technology and implementation strategy assessment	Our objective was to assess technologies and strategies for adopting a consolidated HIE solution to bring together 4 of the state's HIEs. We conducted stakeholder interviews, reviewed process, governance, and technical documents, conducted technology assessments, and provided detailed recommendations and an implementation timeline. Our final report included an executive summary and was presented to the leadership of the HIEs as well as NYeC representatives, helping them make informed decisions about the planned HIE transformation.
Missouri Department of Higher Education and Workforce Development	Missouri's P20W data system faced challenges with data silos, fragmented processes, and governance issues. Resultant was engaged to assess the system, identify improvements, and optimize its value. Through stakeholder engagement and an environmental scan, Resultant developed recommendations and a legislative action plan. This empowered stakeholders to make data-informed decisions and demonstrated ROI for education programs. Governor Mike Parson secured approval for dedicated



PROJECT CLIENT	DESCRIPTION
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staff and funding to expand Missouri's P20W data and research capacity, transforming the state's data system.

Technical & Delivery Capabilities

DATA GOVERNANCE



Resultant's proprietary Govern-by-Design methodology significantly accelerates program deployment-up to seven times faster than traditional models-while maintaining high quality. This design-thinking approach focuses on creating measurable value, guiding project selection, and optimizing client staff participation to ensure minimal disruption. Govern-by-Design meticulously aligns quantified and qualified success metrics with enterprise KPIs and strategic initiatives, providing clear progress and alignment with organizational goals. It is technology-agnostic, integrates seamlessly with various systems, and offers comprehensive AI governance, legal expertise, and defensible model testing.

We understand that it is vital for NCTCOG to utilize the Five Safes framework. Resultant will enhance the Five Safes framework by embedding data security, privacy impact assessments, secure outputs, intensive training, and cutting-edge security technologies into a dynamic governance structure. Govern-by-Design supports and amplifies the Five Safes components as follows:

- **Safe Data:** Employs advanced encryption, anonymization techniques, and routine data audits to ensure data protection and integrity.
- **Safe Project:** Integrates privacy impact assessments and stringent regulatory compliance, ensuring dynamic and secure project management.
- **Safe Output:** Ensures outputs are accurate, unbiased, secure, and aligned with enterprise KPIs and strategic initiatives through rigorous validation processes.
- **Safe People:** Incorporates intensive training programs and strict role-based access controls, ensuring qualified personnel handle sensitive data without impacting project timelines.
- **Safe Settings:** Regular assessments and the latest security technologies ensure physical and virtual environments are secure, with continuous updates to protocols.

Overall, Resultant's Govern-by-Design methodology enhances the Five Safes framework by embedding its principles into an agile, comprehensive governance structure, ensuring protection, strategic alignment, and continuous improvement from inception to implementation and beyond.

GOVERNANCE MODELS

Resultant has developed centralized, decentralized, and federated governance models. Through design-thinking sessions, clients define their needs within these models and can transition over time. The focus is on clear outcomes, risk management, and defensible processes.

Resultant uses Data and AI Audits for an “outside-in” governance approach while fostering growth in an “inside-out” environment.

Outside-In: This approach applies to all Automated Decision-Making Systems (ADS), from simple macros to advanced AI. It aligns with legal expectations, reducing liability and ensuring compliance. The governance



model includes legal, risk management, compliance, agency heads, data stewards, data scientists, business analysts, and developers.

Inside-Out: This approach fosters an ecosystem for managing metadata, ensuring data is AI-ready. It emphasizes lifecycle management and teaches stakeholders to curate data for AI initiatives.

MEMBERSHIP MODELS

Resultant understands various membership models for NCTCOG's integrated data system (IDS) and AI strategies, each with unique advantages and challenges:

- **Agency-Based Membership:** Focuses on state needs and easier implementation but may lack diversity and innovation.
- **Multi-Sector Membership:** Includes state agencies, academia, private sector, and non-profits, fostering innovation but requiring strong governance to manage conflicts.
- **Stakeholder-Based Membership:** Involves civic groups and public input, enhancing transparency and trust but potentially slowing decision-making.
- **Expertise-Based Membership:** Brings together experts in specific fields, ensuring technical proficiency but possibly lacking broader policy perspectives.

Resultant can help NCTCOG navigate and integrate these models to align with strategic goals and operational needs.

OPERATING MODELS

Resultant understands various operating models for NCTCOG: Centralized, Decentralized, Collaborative, Outsourced, and Hub & Spoke:

- **Centralized:** A central team manages all operations, ensuring efficiency and uniform standards but risking capacity overload.
- **Decentralized:** Each agency manages its operations, allowing rapid adjustments but risking duplication and inconsistency.
- **Collaborative:** Joint teams from multiple agencies leverage diverse expertise, requiring strong collaboration to avoid coordination issues.
- **Outsourced:** External vendors manage operations, providing specialized skills but potentially leading to dependency and less control.
- **Hub & Spoke:** A central hub with specialized teams in agencies, ensuring consistency and flexibility but requiring effective communication and integration.

Resultant can tailor an operational framework to align with NCTCOG's needs and strategic objectives.

DATA ASSESSMENTS

Resultant has conducted numerous assessments for state HHS and Education agencies, emphasizing empathy, problem-solving, and expertise. Our holistic, iterative methodology includes discovery, evaluation, analysis, and recommendation stages. We engage stakeholders to understand goals and map the data landscape. We assess data infrastructure, governance, management, integration, and security, benchmarking data maturity to identify strengths and improvements. For NCTCOG, our evaluation will align with the state's strategic objectives in Executive Order 24-06 for Data, Analytics & AI Centers of Excellence. Our process includes:

- **Current State Evaluation:** We will assess existing data systems like the Rhode Island Longitudinal Data System (RILDS) and the EOHHS Data Ecosystem, covering data quality, governance, integration, and security.



- **Gap Analysis and Readiness Assessment:** We will identify gaps between current capabilities and desired outcomes, assessing data quality management, data sharing practices, and AI preparedness.
- **Stakeholder Engagement and Feedback:** We will facilitate workshops and feedback sessions with key stakeholders to ensure our recommendations are practical and aligned with their priorities.
- **Detailed Reporting and Recommendations:** We will compile findings into a comprehensive report with actionable recommendations for enhancing data governance, improving data quality, strengthening integration, and building AI preparedness. This will include prioritized actions, timelines, resources, and milestones.

This thorough and collaborative approach will empower NCTCOG to create a AI future plan, leveraging data for evidence-based policymaking and transformative change.

DATA MANAGEMENT

Resultant's data management expertise spans modern methodologies like data vault, graph, NoSQL, data fabric & mesh, and data lake house architectures. This allows tailored solutions for clients' specific needs. We excel in agile data warehousing, complex relationship mapping, and handling unstructured data. Our data fabric and mesh methodologies enhance data accessibility and governance, while data lake house architectures offer robust storage and high-performance analytics.

Data Warehouse Automation: Resultant leads in ETL/ELT automation, transforming and loading data with minimal manual intervention. Our solutions include advanced schema management, data quality management, and governance frameworks to ensure data integrity and reliability.

Data Integration: We seamlessly merge disparate datasets, creating unified data landscapes. Our sophisticated platforms ensure smooth data flow, facilitating real-time access and comprehensive analytics.

Master Data Management (MDM): Resultant's MDM framework supports evidence-based policy and decision-making. Our approach includes:

- **Defined Success:** Documenting a 360° view of the problem, considering all stakeholders and regulatory requirements.
- **Fluid Architecture:** Adapting to evolving platforms and technologies.
- **Evolving Regulation:** Preparing for dynamic regulatory environments with flexible, legally defensible approaches.
- **Time/Resource/Cost:** Balancing MDM implementation with available resources and minimizing operational disruption.

Preparing Data for Secure and Scalable Use: Resultant's Govern by Design methodology integrates data governance into system architecture and operations. This includes advanced security protocols, role-based access controls, and adherence to regulatory standards. Our metadata management enhances data access and consistency, while data quality scoring ensures high-integrity data for analytics and decision-making.

Enhanced Research Environment: Our secure platform supports collaborative data-driven research with controlled access, secure storage, and advanced analytical tools. This fosters innovation and continuous improvement, enabling impactful state program evaluations.



ADVANCED ANALYTICS



Resultant's advanced analytics transform data into actionable insights, driving strategic initiatives and operational efficiencies. Our expertise includes privacy-preserving probabilistic record linkage, ensuring data integration without compromising confidentiality. We implement AI and ML models, deploying Generative AI and Large Language Models to enhance decision-making with real-time insights. Utilizing NLP, computer vision, and OCR, we convert unstructured data into structured, actionable information.

We build intelligent assistants to automate processes, expedite training, enhance content navigation, and improve productivity. Our intuitive GUIs facilitate user-friendly data operations and collaboration. Leveraging NLP and Large Language Models, we enable natural data interaction, simplifying retrieval and analysis. Our MLOps framework ensures seamless model management, pipeline automation, and scalability, delivering comprehensive analytics solutions that drive data-informed decisions and continuous improvement for clients.

TOOLS, TECHNOLOGIES, AND METHODOLOGIES EMPLOYED IN SIMILAR PROJECTS

Resultant's Data and Application teams bring a "technology agnostic" approach to new projects and challenges. Our goal is to find the right technology for the problem. Due to this approach, Resultant has experience across many different tech stacks, applications architectures, cloud-based services, and data driven solutions.

While Resultant does not have a preferred tech stack, we have seen commonality in tools across projects and technologies and are knowledgeable across the spectrum of tech stacks. We work with our clients to bring their tools and practices into our standard set of operations. If there is no existing tech stack, Resultant works with clients to determine the best tech stack to address stated needs and existing technical or business rules.

ARTIFICIAL INTELLIGENCE (AI)

Resultant's AI expertise transforms data into actionable insights, enhancing decision-making across state agencies. Our AI solutions focus on fairness, transparency, and accountability, addressing bias and protecting privacy. This enables NCTCOG to optimize operations and achieve better outcomes for citizens.

Ethical AI Framework: We establish a vetted AI framework prioritizing fairness, transparency, and accountability. This includes:

- Developing ethical guidelines aligned with regulations.
- Implementing bias detection and mitigation techniques.
- Ensuring data accuracy and integrity through high-quality governance.
- Using explainable AI (XAI) tools for transparency.
- Adhering to regulatory standards and continuous monitoring.

AI Capabilities: Our Data Science Team excels in:

- **NLP:** Deriving insights from unstructured text.
- **ML:** Building predictive models.
- **Generative AI:** Creating novel content.
- **Simulation:** Modeling real-world scenarios.
- **Predictive Analytics:** Forecasting trends.
- **Neural Networks:** Analyzing complex data patterns.
- **Custom Algorithms:** Tailoring solutions to specific problems.



AI Tools:

We use tools like Apache Spark, TensorFlow, PyTorch, Kubernetes, Docker, Python, R, LLMs (GPT and PaLM), Databricks, API development, and SQL.

Driving Readiness and Security for AI: Resultant ensures data readiness and security through:

- Comprehensive data landscape assessment.
- Advanced data modeling methodologies (data fabric and mesh).
- Robust security protocols (encryption, access controls, audits).
- Privacy-preserving techniques for secure data linkage.
- Governance framework aligning with AI readiness principles.
- Continuous monitoring and improvement via MLOps.
- User-friendly interfaces using NLP and LLMs.

Tracking Federal Policies and Guidelines: Resultant stays updated on federal regulations and standards, ensuring compliance with HIPAA, FERPA, and AI ethical principles. We use resources like AI policy trackers and engage with state clients to adapt to regional policies.

ORGANIZATIONAL CHANGE MANAGEMENT (OCM)

Resultant's change management approach leverages our expertise in enterprise technology and best practices. We start with an assessment of the organizational landscape to identify readiness, resistance, and strengths. We then craft a strategic plan aligned with state goals, using models like ADKAR and Kotter's 8-Step Change Model. Stakeholder engagement is key, involving them through workshops, focus groups, and communication channels. We develop communication and training plans for seamless transitions and equip employees with necessary skills. Continuous monitoring and evaluation ensure effectiveness and sustainability. By embedding change management principles and recognizing contributions, we ensure long-term success in data, analytics, and AI transformations.

SECURITY



Resultant ensures privacy and security for NCTCOG through a multi-layered approach, adhering to standards like Privacy NIST, NIST AI RMF, NIST SP 800-53, and ISO/IEC 27001. We conduct risk assessments, implement AES-256 encryption, and use Role-Based Access Control (RBAC) and Security Information and Event Management (SIEM) tools. Our strategies include a Security Operations Center (SOC), consent management, data anonymization, and privacy impact assessments. We emphasize ethical AI use, incorporating bias detection and mitigation, and address vulnerabilities like data poisoning. Regular training ensures stakeholders understand privacy and security protocols. This approach fosters trust and enables effective use of data and AI technologies.

TECHNICAL PROPOSAL

The Govern by Design methodology which Resultant has developed through our many years of practice, focuses on structured collaboration, strategic alignment, and sustainable governance. This approach ensures a comprehensive and cohesive response to the RFP scope for the NCTCOG AI Strategy and Governance Framework.



Phase 1: AI Strategy Development, Including Discovery and Assessment

PLAN SUMMARY

Utilizing the Govern by Design framework, our readiness assessment will initiate with a comprehensive evaluation of NCTCOG's technology capabilities, policies, and governance structures. We will identify skill gaps and applied uses.

Background Research: Before project kickoff our team will begin researching NCTCOG clients' needs and preliminary project mapping for feedback and discussion. We will also review information from public sources, such as:

- Public research, recommendations, and reports
- Current client strategic priorities, strategic plan documents
- Funding streams received and potential target future funding sources

Strategic Alignment and KPI Workshops: The first step in the strategic AI readiness assessment is to align on the strategic objectives of the organization (such as the Sustainability and Resilience Framework) and define the key performance indicators (KPIs) that will be required to achieve those strategic objectives. We achieve this by facilitating 1-4 design thinking workshops depending on the number of departments and divisions we are assessing, where we start by clearly articulating the strategic objectives of the organization and its individual departments. From there, we identify the key questions that leaders need to be able to answer in order to understand the true performance of their department and make informed decisions. We start with high-level definitions of the KPIs and their intent. Then we dive into the details, where we clarify the following:

- **Scope** - What will be included or not included as part of the KPI calculation?
- **Calculation** - How should the KPI be calculated to ensure accuracy and consistency?
- **Data Elements** - What fields from each source system are required to perform the calculation?
- **Organizational Considerations** - What considerations should be made for the nuance of the organization or specific department that will impact the KPI?
- **Analyses** - What analyses can be performed using the KPI, including different derivations of charts and reports that should be generated to support the KPI?

Having these details about the strategic objectives and specific KPIs will drive the scope and focus for the remainder of the AI readiness assessment and help to ensure that the recommendations produced are meaningful, actionable, and aligned with the goals of the NCTCOG.

Discovery Interviews/Surveys: Our discovery will initially take the form of interviews to be conducted with key internal stakeholders and divisional leaders in the NCTCOG focused on assessing vision alignment, current experiences, and change agility. These interviews will also dive deeper into perceptions of opportunities for progress and strengths to leverage as we look to build out a clear vision and strategic plan for the NCTCOG for AI. Resultant will work with key management staff, and department leaders to identify additional stakeholders to participate in in-depth empathetic interviews and focus group sessions from both an internal and external perspective. Internal participants may include existing or anticipated members of the strategic planning team. External partners could include the state entities like industry associations, or citizen advocacy groups who represent users of NCTCOG services. The purpose of the interviews and focus group sessions is to learn more about goals and needs from the "end-user" perspective. The sessions will be semi-structured (using a protocol agreed upon by the client) and focused on exploring the participants' current experiences and perspectives. These conversations may be held in person or remotely.



Document Review: Resultant will review a variety of materials and artifacts during this phase including, but not limited to, mission/vision/value statements, organizational charts, past strategic plans including the IT strategy mandated by statute, results from audits, current strategic initiatives, systems documentation, and KPIs or identified measures of success. If critical documents are missing or not updated, work will refocus on supporting ongoing operations or documenting future state planning needs.

AI Maturity Analysis: A significant output of the assessment analysis will be a series of maturity ratings within up to 18 strategic assessment areas. Our team will use discovery phase inputs to score each area against industry best practices. These ratings will evaluate the current systems, processes, policies, and structures to achieve AI goals within the NCTCOG and identify needed improvements. We will collaborate with project leaders to determine investment impact on strategic objectives. This key deliverable creates a measurable framework for assessing and improving the NCTCOG's business plan and processes over time. We provide recommendations and initiatives to achieve desired maturity, feeding into our Priority Action Plan in Phase 2.

Benchmarking Practices: Within the Current and Future State Maturity rating documentation, Resultant will provide profiling of at least three cities. Resultant will utilize this research to better inform the use case recommendations, as well as the current and future state maturity ratings.

DELIVERABLES:

- Current State Maturity Ratings
- Future State Maturity Ratings
- Mission and Vision Statement for AI
- Initial Use Case Recommendations

Phase 2: Feasibility Study and Use Case Identification

PLAN SUMMARY

Value - Feasibility Assessment: The next step in evaluation of capabilities and use cases involves quantification of two factors that highly influence the business case for potential use cases: its feasibility and value. Feasibility is a metric Resultant has derived over time that appropriately weighs the relative importance of several factors that influence the financial and organizational costs, technical complexity, and risk of implementing a use case. Value is a metric Resultant has derived that normalizes the relative contribution in mission improvement. As depicted below the plotted use cases result in quadrants of viability.

Identify Quick Wins: Identification of tangible solutions that can be delivered in parallel to the strategic AI assessment to demonstrate the value of investing in a modern data platform and help to gain buy-in from the organization. Providing something that stakeholders can touch and feel helps to make the power of data feel real and contextualizes the recommendations in a way that stakeholders can really understand.

AI Vetting Framework: Each client brings unique circumstances, needs, limitations, and objectives. For that reason, we employ our three tiered "AI Vetting Framework" model to ensure proposed AI use cases and



solutions are appropriate for the client enterprise. Resultant's AI Vetting Framework is designed to provide structured guidance for evaluating and implementing AI use cases within an organization, ensuring alignment with strategic goals and regulatory requirements. The framework offers three tailored options, each with increasing levels of depth and engagement. These levels are designed to meet participating entities' individual requirements while providing the flexibility to determine the best return on investment (ROI). Each path offers a tailored approach to AI governance, ranging from a risk management focus to more comprehensive strategies that incorporate both risk and value-based considerations, with an option for hands-on support and integration. These structured choices will enable participating entities to select the most suitable framework based on strategic goals, regulatory environment, and desired engagement level.

Level 1 - Risk-Based Approach

This path centers on establishing a comprehensive framework to handle the various risk dimensions associated with AI implementation. It involves creating an AI Governance Charter as a foundational element for the Center of Excellence (CoE), using the ISO 31000 Methodology. The approach harmonizes

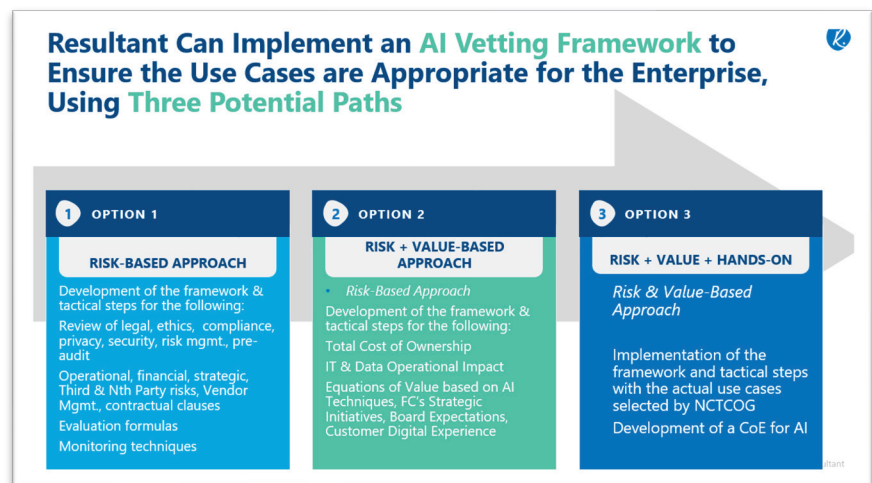
controls from standards, acts, and regulations, including NIST AI RMF, Privacy NIST, and the EU AI Act, which financial institutions and government bodies are already leveraging. The framework also includes an AI Incident Response Plan that aligns with cybersecurity and data privacy incident responses. Key elements include developing a Model Risk Management SR 11-7 Practical, Tailored Implementation Map, addressing top legal and ethical inquiries concerning transparency, bias, accountability, and confidentiality, and ensuring forensic and audit readiness. Additionally, this option provides guidelines for managing third-party and nth-party risks, evaluation and monitoring standards, and best practices for vendor management to mitigate data poisoning and drift in models. Educational materials are included as part of this package.

Level 2 - Risk + Value-Based Approach

Building on the Risk-Based Approach, this option extends its scope by evaluating the operational impacts on IT and data management, governance, skills, and change management. It includes guidelines for understanding the Total Cost of Ownership with a focus on people, processes, and technology. The framework also introduces Equations of Value, aligning AI techniques with NCTCOG's strategic initiatives, board expectations, and customer digital experience. Additionally, this option addresses lifecycle management of digital experiences and information. Educational materials and workshops are part of this offering, providing deeper insights and understanding to stakeholders involved in AI implementation.

Level 3 - Risk + Value-Based, & Hands-On Approach

This comprehensive option encompasses all elements of the Risk + Value-Based Approach and further engages all stakeholders to ensure effective use and monitoring of the AI framework. It includes hands-on activities such as vendor negotiations and project management support to facilitate the integration of appropriate framework components. Business unit training ensures effective monitoring and control of AI deployments, fostering a sustainable governance model. Furthermore, it focuses on establishing building blocks for a CoE through AI stewardship plans, promoting a consistent approach to AI governance across the enterprise. This path is tailored for organizations seeking extensive support and guidance, ensuring that AI initiatives are aligned with organizational goals and regulatory requirements.





Each of these options offers a different level of depth and engagement, allowing NCTCOG to choose the most suitable path based on its specific needs and goals for AI governance.

DELIVERABLES:

- Priority Action Plan
- AI Governance Framework
- Best Practices Guide for AI Use and Development
- Updated Use Case Recommendations

Phase 3: AI Solution Design & Roadmap

PLAN SUMMARY

AI Software Evaluation Framework: Tailored to the needs of NCTCOG and member organizations. This involves creating criteria for assessing AI tools, focusing on transparency, ethical use, technical performance, scalability, and compliance with local and federal regulations. The framework would include a scoring system to rank potential solutions objectively and facilitate informed decision-making.

AI Procurement Guidance: Resultant would draft a comprehensive roadmap that incorporates vendor evaluation criteria, contract templates emphasizing accountability and data protection, and processes for competitive bidding aligned with public procurement laws. This guidance ensures the city selects tools that meet operational needs while maintaining cost efficiency and ethical standards.



AI Training Plan: Resultant would assess the city's current skill levels and create tailored learning modules covering key areas such as AI fundamentals, ethical considerations, and operational use cases. Training sessions would focus on empowering city employees to effectively interact with AI systems and drive adoption across departments.

AI Staffing Plan: Resultant would identify critical roles, such as AI specialists, data scientists, and governance leads, needed to support the city's AI initiatives. This includes recommendations for new hires, upskilling existing staff.

Stakeholder Engagement Plan: Resultant would focus on fostering collaboration by identifying key internal and external stakeholders, including city leadership, community groups, and technology partners. The plan would outline strategies for regular communication, feedback collection, and transparent decision-making to build trust and alignment.

Final Use Case Recommendations: Resultant would develop this deliverable by analyzing city priorities, current challenges, and opportunities where AI could provide significant impact. These recommendations would include a prioritized list of AI applications with projected benefits, implementation timelines, and associated risks to help the city strategically allocate resources.

DELIVERABLES:

- AI Software Evaluation Framework
- AI Procurement Guidance
- AI Training Plan
- AI Staffing Plan
- Stakeholder Engagement Plan
- Final Use Case Recommendations



Phase 4: Pilot Testing and Implementation Support

To lead NCTCOG through pilot AI solutions, Resultant will leverage its experience and AI Vetting Framework for smooth deployment. We will establish a collaborative environment involving stakeholders, aligning AI solutions with identified goals and needs. Guided implementations will help NCTCOG experience AI's benefits in operations and service delivery.

During pilot projects, Resultant will conduct thorough evaluations with stakeholders, using our AI governance framework for regular check-ins and feedback. We will address technical challenges and adapt solutions to fit NCTCOG's context, ensuring alignment with objectives.

Post-implementation, Resultant will support system integration and scaling of AI deployments. We will develop an AI Center of Excellence (CoE) for ongoing support and governance, offering training and educational materials to equip NCTCOG's teams. This approach ensures sustainability, scalability, and long-term strategic goals, fostering continuous innovation and improvement.

DELIVERABLES:

- Collaborative environment
- AI Pilot Test

Phase 5: Training, Adoption, and Capacity Building



Resultant will empower NCTCOG with the knowledge and resources for effective AI adoption through comprehensive training sessions and resources. We will develop tailored training programs covering a broad spectrum of AI tools and best practices, enhancing staff's ability to utilize AI efficiently. These sessions will cater to varying expertise levels, ensuring all staff members gain a thorough understanding of AI functionalities relevant to their roles. In addition to interactive sessions, Resultant will provide detailed training materials, including guides, manuals, and video tutorials..

To build internal AI capabilities and foster a culture of innovation, Resultant will facilitate collaborative workshops. These workshops will encourage creative thinking, cross-departmental collaboration, and exploration of new AI-driven opportunities within NCTCOG. By engaging staff in hands-on exercises and real-world case studies, these sessions aim to inspire innovative problem-solving approaches and empower employees to contribute actively to the organization's AI journey.

Moreover, Resultant will develop a comprehensive knowledge transfer plan to ensure NCTCOG can maintain and evolve its AI systems autonomously. This plan will include establishing an AI Center of Excellence (CoE) as a hub for AI expertise, facilitating ongoing learning and sharing of best practices across the organization. By embedding a support structure within the organization, Resultant ensures that NCTCOG has the skills, tools, and frameworks to independently update and optimize AI solutions as technologies advance and business needs change. This approach secures the sustainability of AI implementations and strategically positions NCTCOG as a leader in leveraging AI for public service improvement.

DELIVERABLES:

- Comprehensive AI training sessions
- Tailored training materials
- Collaborative innovation workshops
- AI Center of Excellence



PROPOSAL PRICING

Personnel Rates

Resource allocation is essential to effectively plan for project delivery and achieving desired client outcomes. We employ a hybrid approach and customized resource allocation model depending on the client's expectation and requirements of the project. Our approach ensures that the client is receiving efficient and effective service that achieves the desired outcomes within the timeline, without overstaffing or over engineering the solution. Resultant right sizes the approach and staffing for every single engagement to create the best client outcomes. We seldom fully dedicate our resources to staff augmentation, but rather hire talented professionals within specialized fields who share their expertise on a variety of projects. This approach provides significant benefit to our clients by reducing project costs, maximizing resource productivity, increasing employee engagement and satisfaction, and achieving the best outcome given constraints on resources.

Due to the variety of capabilities required for this MSA, there are a wide range of resources with distinct capabilities that may be used to fulfill these positions. Titles and levels are equally diverse and reflect the breadth of skills and experience our team has. Every resource is selected at the time of the project to provide the client with the best solutions and outcomes each time a project is initiated.

The Resultant team may leverage the any combination of the following roles and responsibilities to complete work under the MSA. The level of effort for each role will fluctuate based on the project phase and exact demands of the project. We meticulously analyze and plan for each scope of work and are committed to matching clients with professional, skilled resources who will drive outcomes and achieve client objectives.

ITEM	DESCRIPTION	PRICE	CONDITIONS
1	Engagement Manager	\$295 per hour	<i>May perform in multiple roles*</i>
2	AI Strategy/Governance Architect	\$350 per hour	
3	AI Governance Specialist	\$330 per hour	
4	Solution/Data Architect	\$400 per hour	
5	Project Manager	\$300 per hour	<i>May perform in multiple roles*</i>
6	Project Coordinator	\$190 per hour	<i>May perform in multiple roles*</i>
7	Business Analyst	\$215 per hour	<i>May perform in multiple roles*</i>
8	Cloud & Security Engineer	\$350 per hour	
9	Data Engineer	\$225 per hour	
10	Software Development	\$265 per hour	



ITEM	DESCRIPTION	PRICE	CONDITIONS
11	Change Management Specialist	\$275 per hour	
12	Machine Learning Engineer	\$360 per hour	
13	Data Scientist	\$360 per hour	
14	Project Consultant	\$275 per hour	May perform in multiple roles*

Multiple Role Description: Depending on the scope of work, project plan, and level of effort estimates, it may be appropriate for a single individual to perform multiple roles. Determinations to assign multiple roles will be disclosed, discussed, and agreed upon in compliance with MSA requirements. Multiple role assignment determinations are intended to streamline project operations, generate savings for prospective clients, and pose no risk to achieving project objectives. In these cases, MSA participants would be billed for the higher rate among the roles performed by the individual resource. Clients will not be double billed by summing or combining multiple rates for work performed by resources performing multiple roles.

ASSUMPTIONS

1. We assume that upon being awarded the project, a formal contract will be signed by Resultant and NCTCOG. This contract will clearly outline the agreed-upon terms, scope, deliverables, timelines, and pricing structure as specified in our proposal and any subsequent negotiations.
2. The priorities and schedules of NCTCOG with associated resources are aligned with this effort. Iterative and collaborative projects by nature are immediately at risk to resource constraints. Appropriate resource availability is a known project risk.
3. Resultant team members and NCTCOG team members are not required to be onsite at NCTCOG locations.
4. This engagement will not lead to Resultant providing legal advice, legal opinion, or attestation of the state of security within the environment.
5. Pricing is based solely on our standard rates that excludes travel costs. It is assumed that there will be occasions when on-site discussions or presence will enhance effectiveness. Therefore, we reserve the right to negotiate travel costs on a per-project basis.
6. In the event that a staffing change occurs during the project, the replacement team member will have comparable experience in their area of expertise. Resultant closely monitors resource allocation across the organization, and we have processes in place to respond to unforeseen instances in the event a staffing change occurs. Given the size of our organization, we have a deep pool of experts from which to pull. In the unlikely event that a change may occur, Resultant will be sure to communicate with the project team.



**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):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 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, Mike Vance (typed or printed name) certify that I am the EVP, Professional Services (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):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 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):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 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 of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 2024

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

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

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

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

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

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

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

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

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

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

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

Name of Organization/Contractor(s):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 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):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 2024

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

FORM CIQ

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

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

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

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

OFFICE USE ONLY

Date Received

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

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

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

Name of Officer

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

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

☐ Yes

☐ No

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

☐ Yes

☐ No

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

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

7 Mike Vance

Signature of vendor doing business with the governmental entity

12 / 16 / 2024

Date

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

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

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

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

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

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

(2) the vendor:

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

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

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

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

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

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

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

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

(1) the date that the vendor:

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

(2) the date the vendor becomes aware:

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

ATTACHMENT VII: CERTIFICATION OF FAIR BUSINESS PRACTICES

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

Name of Organization/Contractor(s):

Resultant, LLC

Signature of Authorized Representative:

Mike Vance

Date: 12 / 16 / 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.

Mike Vance, EVP Professional Services

(Printed/Typed Name and Title of Authorized Representative)

Mike Vance

Signature

Date: 12/16/2024

**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:

Vendor Name

Authorized Signature

Typed Name

Date

☒ Not applicable.

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

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

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

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

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

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

SIGNATURE OF AUTHORIZED PERSON:

Mike Vance

NAME OF AUTHORIZED PERSON:

Mike Vance

NAME OF COMPANY:

Resultant, LLC

DATE:

12 / 16 / 2024

-OR-

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

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

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

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

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

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

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

SIGNATURE OF AUTHORIZED PERSON:	<u>Mike Vance</u>
NAME OF AUTHORIZED PERSON:	<u>Mike Vance</u>
NAME OF COMPANY:	<u>Resultant, LLC</u>
DATE:	<u>12 / 16 / 2024</u>

-OR-

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

SIGNATURE OF AUTHORIZED PERSON:	_____
NAME OF AUTHORIZED PERSON:	_____
NAME OF COMPANY:	_____
DATE:	_____

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: Mike Vance

NAME OF AUTHORIZED PERSON:

Mike Vance

NAME OF COMPANY:

Resultant, LLC

DATE:

12 / 16 / 2024

-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

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

(Exhibit 1 continued on next page)

Nationwide Service Area Designation or Identification Form							
Proposing Firm Name:	Resultant, LLC						
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States. <table border="1"> <tr> <td>Will service all fifty (50) states</td> <td>Will not service fifty (50) states</td> </tr> <tr> <td>☒</td> <td>☐</td> </tr> </table> 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. 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.			Will service all fifty (50) states	Will not service fifty (50) states	☒	☐
Will service all fifty (50) states	Will not service fifty (50) states						
☒	☐						
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