RESPONSE

TO

REQUEST FOR PROPOSAL

ENTERPRISE RESOURCE PLANNING (ERP) CONSULTANCY SERVICES RFP # 2025-017

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Date
Feb 25th, 2024

Submitted to
The North Central Texas Council of Governments
NCTCOG

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1. CERTIFICATE OF OFFEROR AND STATEMENT OF UNDERSTANDING

1.0. UNDERSTANDING OF THE WORK TO BE DONE

We fully understand the strategic importance of this solicitation in addressing the complex and evolving challenges faced by TXShare entities in managing their Enterprise Resource Planning (ERP) systems. ERP systems are foundational to ensuring operational efficiency, financial oversight, and seamless process integration within public sector organizations. This project aims to deliver targeted, innovative, and compliant solutions that support immediate operational needs while providing a scalable framework for long-term growth and adaptability.

The work to be performed encompasses the following critical deliverables:

1. **ERP Maintenance, Repair, and Upgrades**:
   - **Sustaining Legacy Systems**: Addressing limitations of existing ERP infrastructures by resolving technical issues, enhancing functionality, and implementing updates that extend the lifespan of these systems.
   - **Risk Mitigation**: Reducing exposure to risks associated with outdated software, fragmented systems, and the scarcity of technical expertise by leveraging expert-driven strategies and advanced tools.
   - **Seamless Integration**: Ensuring that existing ERP systems support essential business functions, including financial management, procurement, human resources, and inventory control, while remaining flexible and scalable to meet future demands.
   - **Compliance and Security**: Guaranteeing adherence to critical federal, state, and industry regulations such as NIST standards, FedRAMP Moderate security requirements, GASB financial guidelines, and Section 508 accessibility standards.
2. **Business Process Review and Documentation**:
   - **Detailed Workflow Analysis**: Mapping and analyzing current workflows, process flows, and data integrations to identify inefficiencies and redundancies.
   - **Pain Point Identification**: Highlighting operational gaps, compliance risks, and process bottlenecks that hinder organizational performance.
   - **Actionable Recommendations**: Providing tailored, strategic recommendations to optimize business processes, align with best practices, and enable successful ERP adoption.

   - **Comprehensive Documentation**: Delivering clear and actionable documentation of process reviews to serve as a foundational reference during ERP implementation.
3. **Other Anticipated Services**:
   - Providing additional ERP consultancy services to address unanticipated challenges or specialized requirements that may arise during the contract period.

We are uniquely positioned to fulfill these deliverables by leveraging our decade of experience in public sector consulting, ERP systems, and process optimization. Our approach is guided by:

- **Stakeholder Collaboration**: Engaging all relevant stakeholders to ensure alignment between project outcomes and organizational goals.
- **Proactive Problem-Solving**: Anticipating challenges and delivering sustainable, future-proof solutions tailored to the needs of TXShare entities.
- **Industry Best Practices**: Employing proven methodologies, tools, and frameworks to maximize efficiency, scalability, and compliance.

TXShare
Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Enterprise Resource Planning (ERP) Consultancy Services
RFP # 2025-017

Sealed proposals will be accepted until **2:00 PM CT, Monday, February 5, 2025** and then publicly opened and read aloud thereafter.

ALINEDS LLC
Legal Name of Proposing Firm

Davids Achonu — Managing Director
Contact Person — Title

512 - 522 - 1605 — davids.achonu@alineds.com
Telephone Number — E-Mail Address

108 Wild Basin Rd, Ste 250 — Austin, Texas — 78746
Street Address of Principal Place of Business — City/State — Zip

108 Wild Basin Rd, Ste 250 — Austin, Texas — 78746
Complete Mailing Address — City/State — Zip

Acknowledgment of Addenda: #1 ✓ #2 _______ #3 _______ #4 _______ #5 _______

By signing below, you 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. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this 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. And furthermore, that I certify 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.

Authorized Signature

2. KEY PERSONNEL

Below is a detailed overview of the qualifications, certifications, roles, responsibilities, and professional experience of the key personnel who will oversee the delivery of services under this RFP. Each individual brings a wealth of expertise in ERP consultancy, IT project management, business process documentation, and digital transformation to ensure the successful execution of the RFP objectives.

1. Denise Burney, PMP, CSM

Role: Lead Project Manager

Professional Summary: Denise Burney is a dynamic project manager with over 14 years of experience in leading complex IT infrastructure, ERP implementation, and cloud transformation projects. Her expertise lies in delivering result-oriented solutions through meticulous planning, strong leadership, and proactive risk management.

Certifications:

- Project Management Professional (PMP)
- Certified Scrum Master (CSM)
- Cisco Certified Network Associate (CCNA)

Roles & Responsibilities:

- Lead and manage ERP-related projects, ensuring on-time delivery while adhering to budget and quality benchmarks.
- Develop project roadmaps, risk mitigation strategies, and work breakdown structures (WBS) for efficient execution.
- Act as a liaison between stakeholders, technical teams, and vendors for seamless ERP implementation and optimization.
- Oversee the documentation of workflows and business processes to support ERP enhancement efforts.

Key Experience:

- Directed ERP integrations and network migration for 15 U.S. thermal plant sites.
- Managed the end-of-life transition for over 3,000 servers, successfully migrating legacy systems to Dell Digital Cloud.
- Oversaw the migration of 500+ servers to Azure, AWS, and Oracle platforms, ensuring operational continuity.

2. Davids Achonu

Role: Strategic Consultant

Professional Summary: Davids Achonu is a seasoned technology leader with over 15 years of experience in ERP system architecture, cloud strategy execution, and IT infrastructure modernization. His strategic insights help organizations optimize ERP systems to achieve efficiency and scalability.

Certifications:

- AWS Business Professional
- Microsoft Certified Cloud Solutions Architect
- ITIL Foundation

Roles & Responsibilities:

- Provide strategic oversight for ERP modernization, ensuring alignment with organizational goals and best practices.
- Develop and implement strategies for integrating legacy systems into modern ERP and cloud environments.
- Guide stakeholders on leveraging ERP and cloud technologies for enhanced operational efficiency.

Key Experience:

- Designed and implemented ERP strategies as part of a multi-cloud adoption roadmap.
- Directed ERP modernization projects spanning five countries, integrating legacy systems into cloud platforms.
- Developed ERP frameworks for government digital transformation initiatives, enhancing service delivery.

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3. Dean Sy, PMP

Role: Program/QA Director

Professional Summary: Dean Sy brings 15+ years of expertise in IT program management, specializing in ERP implementation, quality assurance, and risk management. His leadership ensures projects meet compliance and quality benchmarks.

Certifications:

- Project Management Professional (PMP)
- ITIL v3 Foundation

Roles & Responsibilities:

- Oversee quality assurance processes for ERP implementations, ensuring compliance with industry standards.
- Manage program governance, risk mitigation, and reporting for ERP migrations and integrations.
- Coordinate cross-functional teams to deliver ERP and IT infrastructure solutions aligned with organizational objectives.

Key Experience:

- Oversaw the migration of 500+ servers to a government cloud platform, ensuring quality assurance.
- Delivered ERP transformations for public sector clients while adhering to stringent security and compliance requirements.

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4. Dr. Olaf Cames

Role: Chief Cloud Security Officer

Professional Summary: Dr. Olaf Cames is a cybersecurity specialist with over 30 years of experience, focusing on ERP system security, cloud compliance, and data protection. He has led security initiatives for high-profile ERP implementations.

Certifications:

- Certified Ethical Hacker (CEH)
- Microsoft Certified Azure Data Scientist
- ISO Certified GDPR Practitioner

Roles & Responsibilities:

- Develop and enforce robust security frameworks for ERP systems, ensuring compliance with NIST, PCI-DSS, and GDPR standards.
- Identify and mitigate security risks during ERP integrations and cloud migrations.
- Provide advisory services for hybrid and multi-cloud ERP environments to enhance security.

Key Experience:

- Designed secure ERP frameworks for multi-cloud environments, ensuring compliance and seamless integration.
- Led GDPR compliance efforts for ERP systems managing sensitive data across Europe.

5. Syed Azmat

Role: Cloud Solution Architect Lead

Professional Summary: Syed Azmat is a highly skilled cloud architect with 18 years of experience in ERP modernization, Azure cloud migrations, and application development. His focus is on delivering scalable and efficient ERP solutions.

Certifications:

- Microsoft Certified Solution Expert
- TOGAF Certified Enterprise Architect
- ITIL Certified

Roles & Responsibilities:

- Lead technical design and architecture for ERP migrations to Azure and hybrid cloud platforms.
- Facilitate stakeholder workshops to create actionable roadmaps for ERP modernization.
- Oversee the implementation of automated deployment frameworks to streamline ERP application management.

Key Experience:

- Directed the migration of legacy ERP systems to Azure Cloud, improving scalability and operational efficiency.
- Led the development of ERP applications using modern DevOps practices, enhancing system performance and user experience.

3. REFERENCES

Reference 1

IT Consulting and Professional Services

Client Name: City of Austin

Project Scope: Provided comprehensive IT consulting and professional services tailored to support enterprise ERP systems and cloud infrastructure. The project focused on optimizing ERP functionality, ensuring system reliability, and delivering technical support, system upgrades, and issue resolution in alignment with service-level agreements (SLAs).

Relevance to RFP:

- Demonstrates deep expertise in
- to enhance operational efficiency and system performance.

Key Contributions:

- Achieved 99% SLA compliance for issue resolution, ensuring uninterrupted system performance over a two-year engagement.
- Delivered targeted system upgrades that reduced manual workflows by 30%, significantly improving operational efficiency.
- Designed and implemented custom integrations to enhance interoperability between the City's ERP system and third-party applications, supporting seamless data exchange.
- Developed and executed rigorous testing and validation processes to ensure smooth implementation of quarterly ERP updates, aligning with best practices for system reliability and compliance.

Point of Contact:

- **Name:** Aaron Christensen, IT Director
- **Phone:** (512) 972-0201
- **Email:** Aaron.Christensen@austintexas.gov

Reference 2

Cloud Migration and System Optimization

Client Name: Fort Bend Independent School District (ISD), TX

Scope of Services:

- Executed a large-scale migration of legacy web and administrative systems to a modern, secure, and scalable cloud-based platform, ensuring high availability and reliability for critical operational processes.
- Implemented advanced secure access protocols and authentication mechanisms to protect sensitive data while ensuring seamless access for staff and stakeholders, enabling uninterrupted operational continuity.
- Optimized the post-migration platform to enhance performance, scalability, accessibility compliance (ADA and Section 504), and security, aligning with the district's mission to serve a diverse user base effectively.

Project Duration: 18 months

Outcomes:

- Achieved a seamless migration to a secure cloud environment with zero data loss, meeting stringent uptime and data integrity requirements.
- Reduced operational costs by 30% through platform efficiency improvements and enhanced scalability, while improving user experience with faster response times and intuitive navigation.
- Attained full compliance with accessibility standards, providing an inclusive and user-friendly system for all stakeholders.

Relevance to the Scope of Work in This RFP:

- Demonstrates expertise in migrating and modernizing infrastructure to secure and scalable cloud environments, directly aligning with Product Categories #1 and #5 of the RFP (ERP maintenance, upgrades, and cloud migrations).
- Reflects proven capabilities in implementing security protocols and ensuring operational reliability, addressing the RFP’s focus on risk mitigation and compliance with federal regulations like NIST and FedRAMP.
- Showcases a track record of improving platform functionality, reducing costs, and ensuring accessibility—key outcomes sought in the RFP for ERP system enhancements and process optimization.

Point of Contact:

- **Name:** Erica Duplechain
- **Phone:** (281) 327-1928

- **Email:** erica.duplechain@fortbendisd.com

Reference 3

Cloud Migration and System Optimization

Client Name: Fort Bend Independent School District (ISD), TX

Scope of Services:

- Conducted a large-scale migration of legacy systems to a modern, secure, cloud-based platform, ensuring high availability and reliability for critical systems supporting administrative and operational functions.
- Designed and implemented advanced secure access protocols and authentication mechanisms to protect sensitive data while enabling seamless access for staff and stakeholders, ensuring operational continuity.
- Optimized platform performance post-migration to enhance scalability, achieve compliance with accessibility standards (ADA and Section 504), and bolster security measures, all of which aligned with the client's mission to provide efficient, inclusive services.

Project Duration: 18 months

Outcomes:

- Successfully transitioned legacy platforms to a secure, scalable cloud environment with zero data loss, meeting stringent uptime and data integrity requirements.
- Achieved a 30% reduction in operational costs by enhancing platform efficiency and scalability while significantly improving user experience through faster response times and intuitive navigation.
- Ensured full compliance with accessibility standards, creating a user-friendly system accessible to all stakeholders.

Relevance to the Scope of Work in This RFP:

- Demonstrates expertise in migrating and modernizing legacy systems to scalable and secure cloud environments, aligning with Product Categories #1 and #5 of the RFP (ERP maintenance, upgrades, and cloud migrations).
- Showcases strong capabilities in implementing secure access protocols and ensuring data protection, directly addressing the RFP's emphasis on compliance with federal regulations like NIST and FedRAMP.
- Highlights a proven track record of improving system functionality, reducing costs, and ensuring accessibility—key outcomes sought in ERP optimization and process improvement.

Point of Contact:

- **Name:** Erica Duplechain
- **Phone:** (281) 327-1928
- **Email:** erica.duplechain@fortbendisd.com

Reference 4

Workday Implementation to Replace Legacy HR and Finance Systems

Client Name: SC Johnson and Sons Inc.

Project Scope:

- Led the implementation of Workday ERP to replace legacy HR and finance systems, with a focus on seamless system integration, ensuring data integrity and enhanced performance.
- Directed the migration of critical enterprise workloads to the Azure cloud platform, optimizing for scalability and reliability.
- Provided post-deployment validation, troubleshooting, and tailored staff training to ensure the system's long-term usability and effectiveness.

Relevance to the Scope of Work in This RFP:

- Demonstrates proven expertise in cloud-based ERP system implementation, aligning closely with Product Categories #3 and #5 of the RFP (ERP system replacement and cloud migrations).
- Showcases ability to optimize enterprise-scale cloud environments, directly addressing the RFP's focus on scalable, secure ERP solutions.
- Highlights experience in delivering SLA-driven managed services, ensuring reliability, uptime, and operational continuity for critical enterprise systems.

Key Contributions:

- Achieved zero downtime during the migration, maintaining uninterrupted business operations and data integrity.
- Reduced IT operating costs by 25% through effective system configuration and optimized resource allocation.
- Delivered customized training sessions for internal IT staff, enabling them to manage and resolve system issues independently post-implementation.

Point of Contact:

- **Name:** Robert D. Burns
- **Position:** Manager – Infrastructure and Operations

- **Phone:** +1 262-260-2652
- **Email:** Officerdburns@scj.com

Reference5

Cloud Design and Deployment

Client Name: VISA Inc.

Project Scope:

- Designed and deployed a multi-cloud infrastructure integrating private, public, and hybrid cloud solutions to support enterprise-level operations.
- Managed the full deployment lifecycle, including planning, testing, validation, and post-deployment optimization, ensuring seamless performance and scalability.
- Delivered ongoing post-deployment support with proactive monitoring and issue resolution to ensure consistent system performance.

Relevance to the Scope of Work in This RFP:

- Demonstrates extensive expertise in cloud infrastructure design and deployment, aligning with the RFP's requirements for ERP cloud migrations and quarterly update support.
- Proven capabilities in system testing and validation, minimizing disruptions and ensuring operational reliability for Oracle Fusion ERP and HCM systems.
- Highlights flexibility and technical depth to support large-scale enterprise systems, ensuring high performance and reliability under complex operational demands.

Key Contributions:

- Delivered a multi-cloud environment with 99.9% system uptime during migration, ensuring uninterrupted business operations.
- Reduced deployment time by 20% through the use of automated testing frameworks and efficient project management practices.
- Conducted thorough regression testing to validate functionality and ensure no performance degradation during updates.

Point of Contact:

- **Name:** Amit Kumar Sao
- **Position:** Director, Client Services
- **Phone:** +1 512-994-9956
- **Email:** amisao@visa.com

4. PROJECT-RELATED EXPERIENCE AND QUALIFICATIONS

Our organization brings extensive expertise in IT consulting, cybersecurity, ERP solutions, business process optimization, and digital transformation. With over a decade year in business, we have successfully delivered ERP modernization, cloud migration, and IT process automation services to government agencies, public-sector organizations, and enterprises. Our strong technical team, strategic partnerships, and customer-centric approach allow us to provide scalable, secure, and compliant solutions that align with Section 5.0 Scope of Work requirements. Below, we outline our qualifications and capabilities in key areas:

4.0. QUALIFICATIONS AND CAPABILITIES

4.0.1. BACKGROUND AND EXPERIENCE IN PERFORMING REQUESTED SERVICES

Organization Overview

- **Years in Business**: Over a decade of year providing IT and ERP consulting services.
- **Core Competencies**:
  - ERP System Modernization & Integration (SAP, Oracle Fusion, Microsoft Dynamics 365, Workday).
  - Cloud Migration & Infrastructure Optimization (AWS, Azure, Google Cloud, FedRAMP-certified environments).
  - Business Process Review & Documentation (Lean Six Sigma, ITIL frameworks).
  - Cybersecurity & Compliance (NIST 800-53, FedRAMP, GASB, GDPR, ADA Section 508).
- **Industries Served**: Public-sector entities, educational institutions, healthcare, financial services, and utilities.
- **Certifications & Compliance**:
  - Project Management Professional (PMP)
  - ITIL Certified
  - Certified Scrum Master (CSM)
  - Microsoft & AWS Cloud Certified Solutions Architects
  - Certified Ethical Hacker (CEH)

4.0.2. ABILITY TO MEET SCOPE OF WORK REQUIREMENTS (SECTION 5.0)

ERP Infrastructure Maintenance, Repair, and Modification

Capabilities:

- **Proactive ERP System Maintenance**:
    - Conducts regular health checks, performance tuning, and security patching.
    - Implements automated monitoring tools to detect and resolve ERP performance bottlenecks.
- **Repair and Recovery**:
    - Provides incident response and troubleshooting services.
    - Ensures seamless data recovery and continuity planning to mitigate system failures.
- **System Modification and Integration**:
    - Customizes ERP modules, workflows, and reporting tools to align with evolving business needs.
    - Implements API-driven integrations with third-party systems, improving data consistency.

Key Project Example:

- Upgraded and optimized Oracle Fusion ERP for a government agency, reducing transaction processing time by 35%.

Business Process Review and Documentation

Capabilities:

- Conducts comprehensive process mapping for finance, procurement, HR, and IT service management.
- Identifies pain points and inefficiencies in existing workflows and proposes automation opportunities.
- Provides detailed process documentation, SOPs, and compliance checklists for ERP implementation.

Key Project Example:

- Conducted business process optimization for a county procurement system, reducing redundant workflows and cutting procurement cycle time by 30%.

Federal Security Compliance (NIST 800-53, FedRAMP, GASB, Section 508 ADA)

Capabilities:

- Deploys FedRAMP-certified cloud environments (AWS GovCloud, Microsoft Azure Government).
- Implements role-based access controls (RBAC) and multi-factor authentication (MFA).
- Ensures WCAG 2.1 AA accessibility compliance for user-facing applications.

Key Project Example:

- Implemented cloud security frameworks and access controls for a state financial ERP system, ensuring full compliance with NIST and FedRAMP standards.

System Integration & Unified Technology Platforms

Capabilities:

- Deploys integrated ERP solutions that consolidate finance, HR, and procurement workflows.
- Implements middleware solutions (MuleSoft, Boomi) for seamless data exchange.
- Automates workflows using AI-driven analytics and robotic process automation (RPA).

Key Project Example:

- Developed a fully integrated financial and procurement ERP system for a municipality, improving budget accuracy by 40%.

Paperless Process Implementation & Digital Workflows

Capabilities:

- Implements DMS solutions (SharePoint, OpenText, M-Files) for digital document storage and version control.
- Deploys e-signature tools (DocuSign, Adobe Sign) to replace manual approvals.
- Automates electronic retention policies and audit logs for compliance tracking.

Key Project Example:

- Digitized expense approval workflows for a public-sector entity, reducing processing time from 10 days to 24 hours.

4.0.3. ADDITIONAL FUNCTIONALITIES AND SERVICES

We offer additional capabilities beyond the Scope of Work to enhance operational efficiency:

AI-Driven Predictive Analytics & Reporting

- Deploys self-service BI tools (Power BI, Tableau, Oracle Analytics) for real-time insights.
- Uses machine learning models to forecast budget variances and resource allocation needs.

IT Service Management (ITSM) for ERP Systems

- Provides ServiceNow-based ITSM solutions to streamline ERP incident and change management.
- Automates help desk and ERP support ticketing workflows.

Cloud Optimization & Cost Management

- Assesses current cloud workloads and optimizes infrastructure for cost efficiency.
- Implements multi-cloud strategies (AWS, Azure, Google Cloud) to enhance system resilience.

4.0.4. MAJOR REQUIREMENTS WE CANNOT MEET

- **Custom ERP Development**: While we provide ERP implementation, customization, and integration services, we do not develop ERP platforms from scratch.
- **On-Premises Data Center Management**: We specialize in cloud and hybrid environments and do not manage physical data centers.

4.1. PROJECT LEADERSHIP, REPORTING RESPONSIBILITIES, AND INTERFACE WITH NCTCOG AND PARTICIPATING ENTITIES

Our project leadership structure is designed to ensure effective oversight, seamless coordination, and clear communication with NCTCOG and Participating Entities. The team is structured with well-defined roles, reporting lines, and accountability mechanisms, ensuring smooth collaboration throughout the project lifecycle. Below is a general explanation of the leadership framework, reporting responsibilities, and how our team will interface with stakeholders.

1. Project Leadership and Reporting Structure

Our team operates under a tiered project leadership model, ensuring efficient decision-making, risk management, and alignment with project objectives.

Key Leadership Roles and Responsibilities

Role	Responsibilities	Reports To
Executive Sponsor (ALINEDS)	Provides strategic oversight, ensures alignment with organizational objectives, and escalates critical issues to NCTCOG leadership.	NCTCOG Executive Management
Project Manager (Denise Burney, PMP, CSM)	Leads day-to-day project execution, stakeholder coordination, and overall project governance. Ensures timeline adherence and budget compliance.	Executive Sponsor & NCTCOG Project Manager
Technical Lead (Ny Souroudine, Cloud & Infrastructure)	Oversees ERP technical implementation, system architecture, and infrastructure deployment. Ensures security, compliance, and technical best practices.	Project Manager
Business Process Lead	Leads process analysis, documentation, and optimization for ERP and IT systems. Works closely with NCTCOG process owners.	Project Manager
Security & Compliance Lead (Dr. Olaf Cames)	Ensures all implementations meet NIST, FedRAMP, GASB, and Section 508 compliance. Conducts risk assessments and security reviews.	Technical Lead & Project Manager
Functional Consultants	ERP subject-matter experts (SMEs) working on financials, HR, procurement, and system integrations.	Business Process Lead
Change Management & Training Lead	Drives user adoption, conducts training sessions, and provides continuous support. Develops change management strategies.	Project Manager
Support & Managed Services Team	Provides post-implementation support, help desk assistance, and ongoing maintenance.	Change Management Lead & Technical Lead

Table 1 Key Leadership Roles and Responsibilities

2. Reporting Responsibilities and Project Interface with NCTCOG

We maintain a structured reporting framework to keep all stakeholders informed and engaged throughout the project lifecycle.

Reporting Mechanisms

1. **Weekly Project Status Reports**
   - Summarizes project progress, key milestones, risks, and action items.
   - Distributed to NCTCOG Project Team and Participating Entities.
2. **Bi-Weekly Stakeholder Meetings**
   - Covers technical updates, compliance reviews, and process standardization efforts.
   - Includes representation from NCTCOG, Participating Entities, and our leadership.
3. **Monthly Executive Steering Committee Meetings**
   - Reviews project performance, budget utilization, risk mitigation, and major decisions.
   - Participants: NCTCOG Executive Leadership, our Executive Sponsor, and Key Stakeholders.
4. **Real-Time Collaboration via Project Management Tools**
   - Use of platforms like Microsoft Teams, Jira, and ServiceNow for tracking tasks, approvals, and system updates.
   - Direct access for NCTCOG stakeholders to review project dashboards, documentation, and progress reports.

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3. Communication and Interface with NCTCOG and Participating Entities

Our team will work closely with NCTCOG project management personnel and Participating Entities through a well-defined engagement model:

Engagement Model for Collaboration

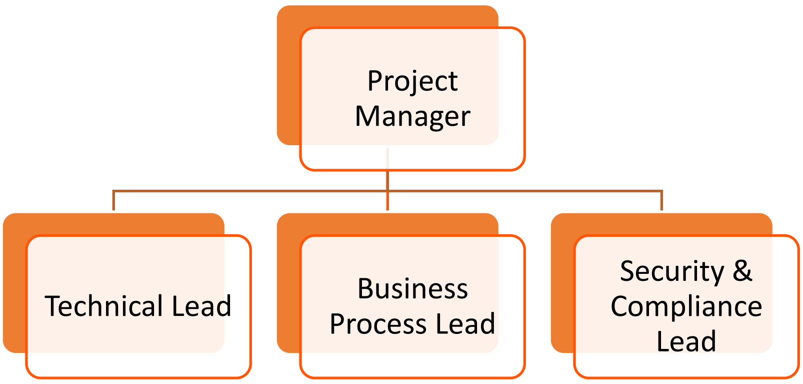
Activity	Our Team Members	NCTCOG/Participating Entity Members
Project Kickoff & Requirement Gathering	Project Manager, Technical Lead, Business Process Lead	NCTCOG PMO, IT Leaders, Functional Teams

Activity	Our Team Members	NCTCOG/Participating Entity Members
Technical Implementation & ERP Customization	Technical Lead, Functional Consultants, Security & Compliance Lead	NCTCOG IT Team, System Admins, Compliance Officers
Business Process Review & Standardization	Business Process Lead, ERP SMEs	NCTCOG Process Owners, Finance & HR Teams
Change Management & User Training	Change Management Lead, Training Team	End-Users, Department Leads, Participating Entity Staff
Security & Compliance Reviews	Security & Compliance Lead	NCTCOG IT Security, Risk, and Compliance Teams
Support & Managed Services	Support & Help Desk Team	Participating Entity IT & End-User Support

Table 2 Engagement Model for Collaboration

4. Project Leadership & Reporting Structure Chart

Below is a visual representation of the project leadership and reporting responsibilities.



5. Summary of Team Interface with NCTCOG and Participating Entities

- **Dedicated Project Manager**: Serves as the primary liaison between us, NCTCOG, and Participating Entities.

- **Technical & Functional Leads**: Engage directly with NCTCOG's IT team, finance teams, and compliance officers to align ERP implementation and system integrations.
- **Security & Compliance Oversight**: Ensures adherence to federal and state standards, working closely with NCTCOG's regulatory and IT security personnel.
- **Ongoing Communication & Support**: Weekly updates, real-time collaboration tools, and managed services ensure ongoing engagement and post-implementation success.

5. TECHNICAL PROPOSAL

5.0. DETAILED DESCRIPTION OF SERVICES

We are a premier provider of IT and ERP consultancy services with extensive experience in delivering innovative, scalable, and compliant solutions for public-sector, government, and enterprise organizations. Our expertise spans the entire ERP lifecycle, including system maintenance, optimization, modernization, and process documentation. Our proposal shall be based on Product Category 1 and 4. Below, we detail our capabilities and skills in alignment with the deliverables outlined in Section 5.0: Specifications and Exhibit A of the RFP.

Product Category #1: ERP Infrastructure Maintenance, Repair, and Modification

Capabilities Overview

We specialize in maintaining, repairing, and enhancing ERP systems to ensure optimal performance, scalability, and alignment with organizational goals. Our approach emphasizes risk mitigation, process efficiency, and long-term system usability.

Core Services Provided

1. **ERP System Maintenance**:
   - Conduct regular health checks, performance tuning, and proactive monitoring to minimize downtime and optimize performance.
   - Apply patches and updates to maintain compatibility with evolving hardware, software, and compliance requirements.
   - Optimize databases and processes to improve processing speed and reduce latency.
2. **System Repair and Recovery**:
   - Rapidly diagnose and resolve system failures or performance issues to minimize business disruptions.
   - Provide data recovery and restoration services to ensure operational continuity.
   - Conduct post-incident analysis to prevent recurrence and strengthen system reliability.
3. **System Modification and Enhancement**:
   - Customize ERP modules, workflows, and user interfaces to address organizational needs.
   - Integrate ERP systems with third-party applications for seamless data exchange and process efficiency.

   - Develop new functionalities to support evolving business objectives or regulatory compliance requirements.

4. **Legacy System Support**:
   - Extend the lifespan of legacy systems through targeted upgrades and middleware integration.
   - Transition hybrid ERP models, combining legacy systems with modern cloud-based solutions.

Technical Expertise

- **Platforms**: SAP, Oracle ERP, Microsoft Dynamics 365, Infor, Workday.
- **Tools**: Middleware integration (MuleSoft, Boomi), database optimization tools (SQL, Oracle DB), and performance monitoring software.
- **Cloud Compatibility**: Expertise in integrating ERP systems with cloud platforms such as AWS, Azure, and Google Cloud.

Notable Achievements

- Resolved critical performance bottlenecks for a government ERP system, improving transaction processing time by **40%**.
- Enhanced functionality of an Oracle ERP system, enabling real-time financial reporting and reducing manual data entry by **70%.**

Product Category #4: Business Process Review and Documentation

Capabilities Overview

We offer comprehensive business process reviews to optimize workflows and ensure organizational readiness for ERP implementation. Our process-driven approach helps entities identify inefficiencies, streamline operations, and align with industry best practices.

Core Services Provided

1. **Process Mapping and Analysis**:
   - Map current workflows, data flows, and operational processes to identify redundancies and inefficiencies.
   - Analyze automation opportunities and recommend process improvements.
2. **Gap Analysis and Benchmarking**:
   - Compare current processes against industry standards to identify gaps and opportunities for improvement.

- Assess organizational readiness for ERP adoption, including system dependencies, data quality, and process integration.

3. **Pain Point Identification**:
    - Conduct stakeholder workshops and interviews to uncover bottlenecks and operational challenges.
    - Provide actionable recommendations to address pain points and support smoother ERP transitions.
4. **Documentation Deliverables**:
    - Deliver detailed process flow diagrams, integration blueprints, and prioritized recommendations.
    - Provide comprehensive reports summarizing pain points, optimization opportunities, and ERP readiness.

Technical Expertise

- **Tools**: Process modeling tools (Visio, Lucidchart, Bizagi), data visualization platforms (Tableau, Power BI), workflow automation tools.
- **Methodologies**: Lean Six Sigma, ITIL, and Agile frameworks tailored for ERP optimization.
- **ERP Alignment**: Expertise in aligning ERP systems with newly optimized processes to achieve maximum efficiency.

Notable Achievements

- Conducted a business process review for a state agency, reducing the procurement cycle time by 30% post-ERP implementation.
- Delivered process documentation for an SAP implementation at a manufacturing client, resulting in a 25% productivity increase.

Why We Are the Ideal Partner

1. **Extensive Experience**: With a proven track record of delivering ERP projects across public sector, manufacturing, and financial services industries, we bring decades of expertise in ERP maintenance, cloud solutions, and process optimization.
2. **Tailored Solutions**: Our customized approaches ensure that each ERP service and process review aligns with the specific needs of TXShare entities, enabling better outcomes and improved efficiency.
3. **Cutting-Edge Technology Proficiency**: We leverage industry-leading ERP platforms, middleware tools, and cloud technologies to deliver solutions that are both innovative and future-ready.

4. **Proven Methodologies**: By applying Agile, Lean Six Sigma, and ITIL frameworks, we ensure that deliverables are efficient, scalable, and aligned with client goals.
5. **Commitment to Excellence**: Our consistent record of delivering projects on time, within budget, and exceeding client expectations reflects our dedication to quality and client satisfaction.

5.1. ADDRESSING THE PRIMARY COMPONENTS OF AN ERP SYSTEM

We are a premier provider of IT and ERP consultancy services with extensive expertise in delivering innovative, scalable, and secure ERP solutions tailored to public sector, enterprise, and government organizations. Our comprehensive services address the full lifecycle of ERP systems, including system maintenance, optimization, modernization, and process reengineering. Below, we provide a detailed response to the Primary Components of an ERP System as outlined in Section 5.0: Specifications and Exhibit A of the RFP, along with our capabilities in delivering Other Features of ERP systems.

5.1.1. PRIMARY COMPONENTS OF AN ERP SYSTEM

1. Accounting and Financial Management

ERP systems must support seamless financial operations, ensuring compliance with accounting standards and providing actionable insights for decision-making.

How We Deliver:

- **Capabilities**: Our solutions include automation of accounts payable, accounts receivable, general ledger, budgeting, and financial reporting processes.
- **Approach**:
  - Configure ERP platforms such as SAP, Oracle ERP, and Microsoft Dynamics 365 to enhance operational efficiency and ensure compliance with standards like GASB and GAAP.
  - Implement real-time financial reporting tools integrated with BI dashboards for improved visibility into financial health.
  - Automate audit trails to streamline internal and external audit processes.
- **Results**:
  - Reduced financial close cycles by 40% for a government agency, enabling timely and accurate reporting.
  - Implemented an automated expense management system, improving compliance and reducing errors by 25%.

2. Human Resources (HR) and Payroll

Efficient management of workforce data, payroll processing, and benefits administration is critical for employee satisfaction and operational continuity.

How We Deliver:

- **Capabilities**: We implement HR modules that support recruitment, talent management, benefits administration, payroll processing, and compliance with labor laws.
- **Approach**:
    - Deploy platforms like Workday and Oracle Fusion HCM to streamline HR workflows, enable self-service portals, and automate payroll operations.
    - Integrate compliance tools to ensure adherence to local, state, and federal labor laws.
    - Leverage analytics to provide actionable insights into workforce performance and engagement.
- **Results**:
    - Reduced payroll processing time by **50%** for a Fortune 500 client, ensuring timely and accurate employee payments.
    - Implemented a self-service HR portal for a public-sector client, increasing employee satisfaction by **30%**.

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3. Customer Relationship Management (CRM)

Effective management of customer and stakeholder relationships is essential for public sector entities to deliver exceptional services.

How We Deliver:

- **Capabilities**: We deploy CRM modules to manage customer data, track interactions, and improve stakeholder engagement.
- **Approach**:
    - Implement CRM solutions such as Microsoft Dynamics 365 and Salesforce to ensure seamless integration with ERP systems.
    - Enable real-time insights into customer interactions to inform decision-making and improve service delivery.
    - Automate workflows for complaint resolution and stakeholder communication.

- **Results**:
  - Enhanced citizen engagement by 30% through the implementation of automated communication systems for a municipal client.
  - Improved service response times by 40% through real-time tracking and reporting of customer interactions.

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4. Supply Chain and Inventory Management

Optimizing the supply chain and inventory processes is critical for efficient procurement, inventory tracking, and order fulfillment.

How We Deliver:

- **Capabilities**: We provide solutions that automate supply chain workflows, enable real-time inventory tracking, and improve vendor management.
- **Approach**:
  - Implement platforms like SAP S/4HANA and Infor to digitize procurement processes and reduce lead times.
  - Deploy IoT-enabled inventory tracking for accurate stock monitoring.
  - Configure supply chain dashboards for visibility into procurement cycles and supplier performance.
- **Results**:
  - Reduced inventory carrying costs by 15% for a manufacturing client through real-time tracking and optimization.
  - Improved procurement cycle efficiency by 30% through process automation for a government client.

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5. Business Intelligence (BI)

BI tools integrated with ERP systems enable real-time analytics and predictive insights, empowering stakeholders to make informed decisions.

How We Deliver:

- **Capabilities**: We integrate BI tools to provide real-time analytics, forecasting, and data visualization.
- **Approach**:
  - Use platforms such as Tableau, Power BI, and Qlik Sense to create custom dashboards and predictive analytics models.

    - Integrate BI tools with ERP systems for unified reporting and streamlined decision-making.
    - Leverage AI-driven analytics for advanced forecasting and trend analysis.
- **Results**:
    - Improved forecasting accuracy by 25% for a retail client, leading to better inventory planning and resource allocation.
    - Reduced reporting consolidation time by 50% for a financial services client, enabling faster decision-making.

5.2. ORGANIZATIONAL OPERATION:

5.2.1. PROCESS FOR RESPONDING TO AN ORDER FOR PRODUCT

Our organization has developed a robust, scalable, and client-centric process for responding to orders for products and services. This process ensures seamless coordination, timely delivery, quality assurance, and customer satisfaction. Below is a comprehensive overview of our end-to-end approach:

1. Order Acknowledgment and Initial Confirmation

Key Actions:

- **Receipt of Order**: Orders are promptly acknowledged upon receipt via our centralized order management system. The system flags the order for immediate review and assigns it to the relevant team.
- **Verification of Order Details**: A detailed review is conducted to validate the order's accuracy, including product specifications, scope, required delivery timeline, and compliance requirements. Any discrepancies or ambiguities are clarified with the client.
- **Formal Confirmation**: Within 24 hours of order receipt, the client is provided with an order confirmation that includes:
    - A summary of the order details.
    - Assigned account manager or project lead.
    - Estimated delivery timeline and next steps.

2. Order Evaluation and Strategic Planning

Key Actions:

- **Requirements Analysis**: Our team performs a comprehensive analysis of the order requirements to ensure alignment with the client's specific needs and the contractual terms.

- **Resource Allocation**:
  - Assign the appropriate personnel, tools, and technologies to fulfill the order efficiently.
  - Engage technical experts (e.g., ERP consultants, cloud architects, or QA specialists) for orders requiring customization or advanced technical configuration.
- **Risk Assessment**: Potential risks (e.g., supply chain issues, customization challenges, or compliance requirements) are identified, and mitigation plans are established.
- **Timeline Development**: We prepare a detailed project timeline that includes milestones for progress tracking and critical delivery dates.

<u>3. Product Customization and Preparation</u>

Key Actions:

- **Customization**: If the order requires customization, our team collaborates with the client to gather additional inputs and ensure the solution aligns with their operational goals. Examples include:
  - Custom configuration of ERP modules.
  - Integration with existing third-party systems.
  - Developing workflows or automation to meet unique organizational requirements.
- **Quality Assurance (QA)**:
  - All products and configurations undergo rigorous QA testing to validate functionality, performance, and compliance with regulatory and industry standards (e.g., NIST, FedRAMP, Section 508).
  - Regression testing ensures any changes do not adversely impact existing systems.
- **Documentation Preparation**: Comprehensive user guides, technical documentation, and training materials are prepared to support implementation and usage.

<u>4. Proactive Communication and Order Tracking</u>

Key Actions:

- **Client Updates**: Regular status updates are provided to the client via email or project management platforms (e.g., Jira, ServiceNow, or Microsoft Project). These updates include progress against milestones, potential delays, and resolution plans for any challenges.

- **Dedicated Account Manager**: A designated point of contact ensures seamless communication, serves as a liaison between technical teams and the client, and addresses any inquiries promptly.
- **Collaborative Tools**: Clients are granted access to collaboration tools where they can track progress, review deliverables, and communicate directly with our team.

5. Delivery and Implementation

Key Actions:

- **On-Time Delivery**: The product is delivered on or ahead of the agreed timeline, adhering to the client's preferred delivery method (physical delivery, digital transfer, or on-site setup).
- **Implementation Services**: For technical products or ERP services, we provide on-site or remote implementation support, including:
  - System installation and configuration.
  - Integration with existing IT infrastructure or third-party systems.
  - Comprehensive testing to ensure all functionalities are operational.
- **User Training**: Tailored training sessions are conducted for end users and administrators, ensuring seamless adoption and effective use of the product.

6. Post-Delivery Support and Continuous Improvement

Key Actions:

- **Client Feedback Collection**: After delivery, we conduct surveys or feedback sessions to gather client insights on their satisfaction and identify areas for improvement.
- **Ongoing Support**:
  - Provide total technical support through a dedicated help desk to address any post-delivery issues.
  - Offer routine maintenance, system updates, and troubleshooting as part of SLA commitments.
- **Monitoring and Optimization**: For ERP and cloud-based solutions, we use monitoring tools to track system performance, detect anomalies, and proactively resolve potential issues before they impact operations.
- **Warranty and Compliance**: All delivered products are backed by warranties and adhere to applicable compliance standards (e.g., ADA, GDPR, PCI-DSS).

7. Scalable and Tailored Service Delivery

- **Scalability**: Our process is designed to handle orders ranging from single-product requests to large-scale, multi-entity ERP implementations. This flexibility ensures we can meet the diverse needs of TXShare entities.
- **Tailored Solutions**: For complex orders, we engage stakeholders in collaborative planning sessions to ensure solutions align with unique organizational needs.

8. Advanced Tools and Technologies Supporting Order Fulfillment

- **Project Management**: Tools like Jira, Microsoft Project, and Asana streamline task tracking, resource allocation, and milestone management.
- **Order Tracking System**: A centralized order tracking system ensures real-time visibility into the order's status for both our team and the client.
- **Automation**: Automated workflows for order processing, QA, and reporting reduce turnaround times and eliminate human error.

5.2.2. PROCESS FOR DELIVERING ORDERS TO RESPECTIVE CLIENTS

Our delivery process is designed to ensure a seamless, efficient, and reliable experience for every client. This process accounts for various types of deliveries, including physical products, digital solutions, and on-site implementations, while adhering to industry best practices, regulatory requirements, and client expectations. Below is a step-by-step breakdown of our comprehensive approach to delivering orders:

1. Order Preparation

Order Validation and Review

- Once an order is confirmed, our dedicated Order Fulfillment Team conducts a thorough validation to ensure:
  - Accuracy of product specifications and configurations.
  - Alignment of the order with client requirements, including customizations or special requests.
  - Verification of delivery timelines and client preferences.

Customization and Configuration

- For orders requiring customization, such as ERP modules or software configurations:
  - **Customization Process**:
    - Finalize configurations, including tailoring workflows, dashboards, or integrations based on client-provided specifications.
    - Develop and implement custom APIs or middleware for seamless third-party integration.

  - **Testing and Validation**:
    - Conduct rigorous testing, including unit testing, system testing, regression testing, and user acceptance testing (UAT), to ensure all configurations meet functional and performance requirements.
    - Validate compliance with industry regulations such as NIST, FedRAMP, GDPR, and Section 508 accessibility standards, where applicable.

Packaging or Deployment Preparation

- **Physical Products**:
  - Use secure, tamper-proof, and environmentally-friendly packaging materials to protect products during transit.
  - Attach clear labeling, including the client's details, order summary, and handling instructions.
- **Digital Products**:
  - Prepare software deliverables (e.g., license keys, custom configurations, digital tools) in a secure, encrypted format for transfer.
  - Provide clear, detailed documentation, including installation guides, configuration manuals, and access credentials.
- **Implementation Deliverables**:
  - Prepare on-site or remote deployment plans, including pre-installation testing, schedules, and allocated personnel.

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2. Delivery Scheduling

Client Coordination

- A dedicated Account Manager or Project Lead contacts the client to confirm:
  - Delivery preferences, including timelines, physical delivery locations, or secure digital transfer details.
  - Final adjustments to the order, such as last-minute changes to configurations or delivery dates.
  - Necessary resources (e.g., access to IT infrastructure, deployment readiness) for implementation.

Logistics Planning

- **Physical Deliveries**:

- Partner with trusted logistics providers for reliable shipping, ensuring proper handling of sensitive or fragile items.
- Track delivery status in real-time and share tracking information with the client.

- **Digital Deliveries**:
  - Use secure digital transfer methods, such as encrypted file sharing platforms or secure VPNs, to deliver software, licenses, or configurations.
  - Provide download links, access credentials, and step-by-step instructions to ensure smooth handover.
- **On-Site Deliveries**:
  - Coordinate with the client to schedule on-site delivery and installation, aligning with their operational needs and ensuring minimal disruption to ongoing activities.

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3. Delivery Execution

Physical Product Delivery

- **Shipping and Tracking**:
  - Products are shipped through verified, insured logistics partners to guarantee safe delivery.
  - Clients receive tracking numbers and real-time updates to monitor the shipment's progress.
- **Delivery Verification**:
  - Upon delivery, clients are required to verify the receipt of the product by signing a delivery confirmation document.
  - A follow-up check ensures the delivered product meets client expectations and specifications.

Digital Delivery

- **Secure File Transfer**:
  - Deliver digital products via encrypted communication channels or client-specified secure file-sharing platforms.
  - Provide comprehensive access instructions, including login credentials and installation guidance.

- **Validation**:
    - After the transfer, a dedicated technical resource ensures that the client successfully accesses the deliverables and verifies data integrity.

On-Site Delivery and Implementation

- **Deployment**:
    - Our technical team delivers and installs the product or solution on-site, ensuring seamless integration with the client's existing infrastructure.
- **Testing and Validation**:
    - Perform end-to-end system testing post-deployment to verify functionality, performance, and compatibility.
    - Obtain client approval to confirm successful implementation.

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4. Post-Delivery Client Engagement

Training and Knowledge Transfer

- We conduct tailored training sessions for client teams, ensuring they are fully equipped to use the delivered product or solution effectively. This includes:
    - Live or virtual training workshops.
    - User manuals, quick-start guides, and access to tutorial videos.
    - Ongoing Q&A sessions to address client queries.

Support and Troubleshooting

- **Total Technical Support**:
    - Our help desk provides round-the-clock assistance for any post-delivery issues, ensuring minimal disruption to the client's operations.
    - Support includes troubleshooting, maintenance guidance, and escalation management.
- **System Monitoring**
    - For ERP and cloud-based solutions, we provide proactive monitoring services to track system performance, identify potential issues, and resolve them before they escalate.

Feedback Collection

- Conduct structured feedback sessions or surveys to:
    - Assess client satisfaction with the product or service delivered.
    - Identify areas for improvement or additional support needs.

- Feedback is logged into our system and reviewed by leadership to inform process improvements and ensure client satisfaction.

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5. Continuous Improvement and Follow-Up

Long-Term Relationship Building

- We assign a dedicated Account Manager to maintain an ongoing relationship with the client, providing them with periodic updates on product enhancements, upgrades, or related services.
- Scheduled follow-ups are conducted at regular intervals to ensure sustained client satisfaction.

Warranty and Service-Level Agreement (SLA) Compliance

- Delivered products are covered under warranties and SLAs, ensuring accountability and prompt resolution of any issues.
- Our team ensures compliance with agreed-upon SLAs, including defined response and resolution times.

Future Readiness

- For ERP or technical solutions, we provide upgrade paths and recommendations for future enhancements, ensuring that the client's systems remain scalable, secure, and aligned with emerging trends and requirements.

5.2.3. CUSTOMER SATISFACTION SERVICES

Our customer satisfaction services are designed to ensure a seamless and positive experience for every client by providing comprehensive support, proactive communication, and timely resolution of issues. These services are built on a foundation of reliability, accountability, and client-centricity, ensuring long-term satisfaction and trust. Below is a detailed description of our customer satisfaction services, warranty offerings, and repair capabilities:

1. Comprehensive Customer Satisfaction Services

Dedicated Customer Support

- **Total Help Desk**: We provide round-the-clock technical support through our help desk, staffed by trained professionals who address inquiries, troubleshoot issues, and provide real-time assistance.
    - Support channels include phone, email, live chat, and an online ticketing system.
    - Tiered support structure:
        - **Tier 1**: General inquiries and basic troubleshooting.

- **Tier 2**: Advanced troubleshooting for complex technical issues.
- **Tier 3**: Escalated support for critical incidents requiring expert intervention.

- **Dedicated Account Managers**: Each client is assigned an account manager to serve as a single point of contact, ensuring personalized attention and prompt resolution of concerns.

Proactive Communication and Updates

- Regular status updates on service requests or repair timelines are provided to clients via automated notifications or direct communication.
- Scheduled check-ins and follow-ups ensure clients are informed about progress and any changes in service delivery.

Client Feedback Mechanisms

- **Post-Service Surveys**: Following service interactions, we collect structured feedback via surveys to measure satisfaction and identify areas for improvement.
- **Client Review Meetings**: For large-scale projects or ongoing contracts, quarterly review meetings are held to discuss performance, feedback, and future enhancements.
- **Actionable Insights**: Feedback is analyzed and used to improve processes, enhance services, and address recurring concerns.

Customizable Service Options

- We offer flexible service-level agreements (SLAs) tailored to client needs, including varying response and resolution times, support scope, and coverage hours.
- Clients can choose from different service packages, including basic support, premium response times, or dedicated onsite support.

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2. Warranty Services

Comprehensive Warranty Coverage

- **Standard Warranty**:
  - All products and services provided are covered under a standard warranty that ensures functionality, performance, and compliance with agreed specifications.
  - Warranty periods range from 1 year to 3 years, depending on the product or service type.

- Includes coverage for manufacturing defects, software bugs, and improper configurations.

- **Extended Warranty Options**:
  - Clients may opt for extended warranty plans, which provide additional years of coverage, priority support, and discounted repair or replacement services.

Coverage Details

- **Hardware**:
  - Free repair or replacement for defective components covered under the warranty.
  - Onsite diagnostic services for critical hardware failures.
- **Software**:
  - Free bug fixes, patches, and minor updates during the warranty period.
  - Assistance with troubleshooting and resolving configuration issues.
- **ERP Solutions**:
  - Post-deployment support for a defined period to address functionality issues, data migration errors, or performance discrepancies.

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3. Repair and Maintenance Capabilities

Repair Services

- **Rapid Repair Response**:
  - Repairs are prioritized based on severity, with critical issues addressed within **24-48 hours.**
  - Onsite repair teams are dispatched for hardware-related issues that cannot be resolved remotely.
- **Advanced Diagnostic Tools**:
  - Our technicians use state-of-the-art diagnostic tools to identify and resolve issues efficiently, reducing downtime.
- **Spare Parts Availability**:
  - We maintain an extensive inventory of spare parts for quick replacements, minimizing delays in repair services.

Preventative Maintenance

- **Regular Health Checks**:

- Scheduled maintenance ensures products and systems remain in optimal working condition. This includes hardware inspections, software updates, and performance optimizations.

- **Proactive Monitoring**:
  - For ERP and cloud-based solutions, we offer real-time monitoring services to detect and address issues before they impact operations.
- **Upgrade Services**:
  - Clients are offered upgrade options to enhance system performance, extend lifecycle, and align with emerging technologies.

Repair Escalation Process

- In cases where repairs require higher-level expertise or collaboration with third-party vendors:
  - Issues are escalated to senior engineers or vendor support teams.
  - Clients are kept informed throughout the process, with clear timelines and expected outcomes.

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4. Post-Warranty Support

Affordable Support Plans

- After the warranty period ends, we offer cost-effective support and maintenance plans, which include:
  - Continued access to our help desk for troubleshooting and issue resolution.
  - Discounts on repair services and replacement parts.
  - Priority service options for critical issues.

Service Continuity

- Clients can extend support through annual maintenance contracts (AMCs), ensuring uninterrupted access to technical expertise and support services.
- Regular system audits and health checks are included in post-warranty plans to ensure continued performance and reliability.

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5. Performance Monitoring and Analytics

Real-Time System Monitoring

- For ERP, cloud-based, and IT infrastructure solutions, we provide continuous monitoring to detect anomalies, track performance, and resolve issues proactively.

- Monitoring dashboards provide clients with visibility into system health and performance metrics.

Incident Analysis and Reporting

- Detailed reports are provided for all incidents, including root cause analysis, resolution steps, and recommendations for preventing recurrence.
- Regular performance reviews ensure systems remain aligned with business objectives.

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6. Continuous Improvement and Innovation

Feedback-Driven Enhancements

- Customer feedback is systematically reviewed to identify trends, improve services, and develop innovative solutions.
- Suggestions from clients drive updates to our products, ensuring they remain relevant, efficient, and user-friendly.

Training and Resources

- We provide ongoing training sessions and user manuals to empower clients with the knowledge and tools needed for self-service capabilities.
- Knowledgebase articles and video tutorials are available via our customer portal for easy access to troubleshooting and best practices.

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7. Commitment to Excellence

- **Measurable Outcomes**: We track customer satisfaction metrics (e.g., Net Promoter Score, Customer Satisfaction Score) to ensure we meet or exceed expectations.
- **Proactive Resolution**: Our focus on proactive support and preventative maintenance reduces downtime and improves client confidence.
- **Client-Centric Approach**: Our team is committed to providing tailored solutions and personalized attention to every client.

5.2.4. INVOICING PROCESS

Our invoicing process is designed to be efficient, transparent, and client-friendly. It ensures accuracy, compliance, and timely communication at every step. By leveraging technology and best practices, we streamline the invoicing experience while maintaining clear records for both our clients and internal teams. Below is a detailed breakdown of our invoice process:

1. Order and Contract Validation

Before an invoice is issued, we validate all order and contract details to ensure the invoice reflects the agreed-upon terms and conditions.

Steps:

- Verify that the product or service has been delivered in alignment with the client's order and contractual terms.
- Confirm delivery milestones, scope of work, and pricing based on:
    - The executed contract.
    - Purchase order (PO) issued by the client.
    - Approved change orders, if applicable.

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2. Invoice Generation

Once the validation process is complete, we prepare an itemized invoice using our financial management system.

Key Details Included in the Invoice:

- **Invoice Number and Date**: A unique identifier for easy tracking.
- **Client Information**: Name, address, and point of contact for invoicing.
- **Order Details**: A clear description of the products or services provided, including:
    - Quantity or hours billed.
    - Applicable milestones or deliverables.
- **Payment Terms**: Payment due date, methods of payment, and any applicable early payment discounts.
- **Tax Information**: Itemized taxes (e.g., sales tax, VAT) as applicable.
- **Banking Information**: Account details for electronic funds transfers (EFT) or wire payments.
- **Contact Information**: Details of the billing department for inquiries or clarifications.

Customization

- Adjustments to the invoice format or additional documentation (e.g., delivery receipts, certifications of completion) are included upon request.

3. Invoice Delivery

Invoices are delivered promptly to the designated client contact via the preferred communication channel.

Delivery Methods:

- **Email**: The most common method, using a secure PDF format to prevent unauthorized edits.
- **E-Invoicing Platforms**: Integration with client-specific platforms like Ariba, Coupa, or Oracle iSupplier.
- **Mail**: For clients requiring physical invoices, we provide professionally printed copies via courier or postal service.

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4. Follow-Up and Confirmation

To ensure receipt and understanding of the invoice, our billing team follows up with the client after delivery.

Key Activities:

- **Acknowledgment Request**: A confirmation email or notification from the client that the invoice has been received.
- **Resolution of Queries**: Address any questions or discrepancies raised by the client promptly.

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5. Dispute Resolution

If there are discrepancies or disputes regarding an invoice, we address them through a structured process:

Steps:

1. **Issue Logging**: Disputes are logged in our internal system for tracking and resolution.
2. **Investigation**: Our billing team collaborates with project managers or account managers to verify the invoice details.
3. **Resolution**: Adjustments or corrections are made, and an updated invoice is issued if required.

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6. Compliance and Documentation

We ensure that all invoices comply with client-specific requirements, industry regulations, and tax laws.

Compliance Features:

- **Taxation**: Full adherence to local, state, and federal tax regulations.
- **Audit-Ready Documentation**: All invoices are securely stored in digital and physical formats, ensuring they are readily available for audits or client reviews.

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7. Technology and Automation

We leverage modern financial tools to improve efficiency and reduce errors in our invoicing process.

Systems Used:

- **ERP System**: Handles invoice generation, tracking, and reporting.
- **Automated Workflows**: Streamlines approval processes, ensures compliance checks, and schedules reminders.
- **Client Portals**: Provides clients access to their invoice history, payment status, and downloadable copies.

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8. Client-Friendly Features

- **Transparency**: Invoices are detailed and easy to understand, with line-item breakdowns and no hidden charges.
- **Flexibility**: Accommodations are made for unique client billing requirements, such as split invoicing or milestone-based billing.
- **Support Availability**: Clients can contact our billing team directly for real-time assistance or clarification.

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10. Reporting and Analytics

We provide comprehensive invoicing reports to clients upon request, offering insights into:

- Outstanding balances.
- Historical payments.
- Trends in payment behavior.

5.2.5. ASSUMPTIONS MADE IN RESPONDING TO THE REQUIREMENTS

When responding to the requirements outlined in the RFP, we made several informed assumptions to ensure our proposal aligns closely with the objectives and expectations of the client. These assumptions are based on industry best practices, prior experiences with similar projects, and the information provided in the RFP documentation. Below is a detailed and robust list of the assumptions that guided our response:

1. Scope of Work Assumptions

- **Clarity of Deliverables**: It is assumed that the deliverables outlined in the RFP (e.g., ERP system maintenance, business process documentation, system integration) are comprehensive and represent the full scope of services required. Any modifications or additional deliverables will be communicated by the client through formal amendments or change orders.
- **Product Categories**: The Product Categories described in **Exhibit A** represent the specific areas for which the client seeks support. We assume there is flexibility for vendors to respond to one or multiple categories based on expertise.

2. Project Timeline Assumptions

- **Realistic Timelines**: We assume that the timelines for service delivery, as outlined in the RFP or agreed upon during the project kickoff, are realistic and account for potential dependencies such as client approvals, stakeholder availability, and access to necessary resources.
- **Project Start Date**: It is assumed that the project will commence promptly after contract award, following a mutually agreed-upon schedule.
- **Phased Delivery**: For complex requirements such as ERP implementations or cloud migrations, we assume the client is open to phased delivery to manage risk and ensure incremental success.

3. Access and Resources Assumptions

- **Access to Stakeholders**: We assume the client will provide access to key stakeholders, subject matter experts, and decision-makers during the project to gather requirements, validate findings, and approve deliverables.
- **Data Access**: It is assumed that the client will provide access to relevant data, systems, and documentation needed to perform tasks such as system analysis, process reviews, and system integration.
- **Infrastructure Support**: For technical implementations (e.g., ERP cloud migrations), we assume the client will provide access to their existing IT infrastructure, test environments, and other necessary resources in a timely manner.

4. Collaboration and Communication Assumptions

- **Client Engagement**: We assume that the client will actively participate in workshops, feedback sessions, and status meetings to ensure alignment and address potential issues promptly.

- **Single Point of Contact (POC)**: It is assumed that the client will designate a POC to streamline communication, escalate issues, and facilitate decision-making.
- **Review Cycles**: We assume the client will provide timely feedback on deliverables (e.g., process documentation, system designs) within the review timelines agreed upon during the project kickoff.

5. Compliance and Regulatory Assumptions

- **Regulatory Requirements**: We assume the client requires full compliance with all relevant federal, state, and industry standards, such as:
    - NIST, FedRAMP, and GASB for ERP systems.
    - Section 508 Accessibility Standards for technology solutions.
    - GDPR or other applicable data privacy regulations for systems handling sensitive data.
- **Audit Readiness**: We assume the client prioritizes maintaining audit-ready systems and processes as part of compliance requirements.

6. Technology Assumptions

- **ERP Platform**: It is assumed that the client uses industry-standard ERP platforms (e.g., Oracle ERP, SAP, Microsoft Dynamics 365, or similar) and that no proprietary or custom-built ERP system will require unique adaptation.
- **Compatibility**: We assume that existing systems and applications are compatible with the proposed solutions or can be adapted with standard middleware or integrations.
- **Cloud Environment**: For ERP cloud migrations or integrations, it is assumed that the client has a preference for leading cloud platforms (e.g., AWS, Azure, or Google Cloud) and that the infrastructure supports secure integrations and scalability.

7. Cost and Budget Assumptions

- **Defined Budget**: It is assumed that the client has a defined budget for the services requested and will communicate any constraints or priorities to vendors during contract negotiations.
- **Travel and Expenses**: We assume that travel and lodging expenses for onsite activities will either be reimbursed by the client or agreed upon as part of the total project cost, in line with the expectations outlined in the RFP.
- **Billing and Payments**: It is assumed that payments will follow the terms specified in the contract (e.g., milestone-based billing or periodic invoicing) and that invoices will be processed within the payment timelines defined in the agreement.

8. Change Management Assumptions

- **Change Requests**: Any changes to the scope, timeline, or deliverables after the project begins will be managed through a formal change request process, ensuring mutual agreement and transparency.
- **Client Readiness for Change**: We assume the client is prepared for organizational and process changes that may result from ERP modernization, process optimization, or system upgrades.

9. Training and Knowledge Transfer Assumptions

- **End-User Training**: It is assumed that the client requires training for end-users and administrators to ensure effective adoption of new systems or processes.
- **Knowledge Transfer**: We assume that the client expects comprehensive documentation and knowledge transfer sessions to enable their internal teams to manage and maintain the implemented solutions post-project.

10. Post-Implementation Support Assumptions

- **Warranty Period**: We assume the client expects a standard warranty period for delivered solutions, during which time we will address any issues arising from our work at no additional cost.
- **Ongoing Support**: We assume the client may request optional post-implementation support or annual maintenance contracts (AMCs) for continued assistance.

11. Reporting and Transparency Assumptions

- **Performance Metrics**: We assume the client requires regular performance metrics and status updates throughout the project, which we will provide via detailed reports and dashboards.
- **Quarterly Reporting for TXShare**: For projects conducted under the TXShare Cooperative Purchasing Program, we assume the client requires quarterly reporting of transactions and activities in alignment with the program's requirements.

12. Program Scalability and Geographic Scope

- **Scalability**: We assume the proposed solutions should accommodate scalability to serve multiple entities under the TXShare Cooperative Purchasing Program.
- **Nationwide Service Delivery**: It is assumed that services may need to be delivered across various geographic locations, as the cooperative program includes diverse public-sector entities nationwide.

5.2.6. EXCEPTIONS TO THE REQUIREMENTS

We have carefully reviewed the requirements, terms, and conditions outlined in the RFP, including all sections, exhibits, and addenda. Based on this thorough review:

We take no exceptions to any part of this RFP.

Our proposal is fully compliant with all stated terms, conditions, and requirements as outlined in the RFP. We are committed to delivering the requested services in alignment with the expectations and standards set forth by NCTCOG.

5.3. SPECIAL FEATURES AND SERVICES INCLUDED IN PRICING

In response to the requirements outlined in the RFP, we are pleased to offer the following special features and value-added services at no additional cost. These features are designed to enhance the quality of service, optimize project outcomes, and provide long-term value for NCTCOG and TXShare entities:

1. Comprehensive Onboarding and Planning

- **Kickoff Workshop**: A complimentary project kickoff workshop to align stakeholders, clarify objectives, and establish a detailed project roadmap.
- **Risk Management Plan**: Development of a tailored risk management plan to identify potential risks and define mitigation strategies upfront.

2. Enhanced Documentation and Knowledge Transfer

- **Detailed Documentation**: Beyond standard deliverables, we provide comprehensive documentation such as:
  - System configurations.
  - Customized user guides.
  - Technical integration blueprints.
- **Knowledge Transfer**: Tailored knowledge transfer sessions to equip client teams with the skills and knowledge necessary to manage and maintain delivered solutions independently.

3. Proactive Monitoring and Support

- **Post-Implementation Monitoring**: For ERP implementations or upgrades, we include 30 days of proactive monitoring to ensure smooth operations and identify any early-stage issues.
- **Performance Dashboards**: Setup of real-time dashboards (e.g., Power BI, Tableau) for monitoring system performance, operational efficiency, and compliance metrics.

4. Training and Capacity Building

- **End-User Training**: Complimentary end-user training sessions tailored to the specific needs of TXShare entities, including interactive workshops, tutorials, and Q&A sessions.
- **Administrator Training**: Focused training for system administrators to ensure effective system management, troubleshooting, and scalability.
- **Training Resources**: Access to a library of video tutorials, FAQs, and best-practice guides.

5. Advanced Security Features

- **Security Compliance Audit**: A complimentary security audit to ensure that ERP systems and processes align with regulatory standards (e.g., NIST, FedRAMP, GDPR, and Section 508).
- **Data Protection Tools**: Implementation of additional data protection measures, such as automated encryption and access controls, to safeguard sensitive client information.

6. Scalability and Flexibility

- **Future-Ready Solutions**: Configuration of ERP systems to ensure scalability and alignment with future needs, including modular architecture and cloud-based integrations.
- **Flexible Licensing Support**: Assistance in optimizing licensing configurations to reduce costs and maximize efficiency.

7. Reporting and Compliance Services

- **Quarterly Reporting**: Complimentary preparation and submission of required reports for the TXShare Cooperative Purchasing Program, ensuring transparency and compliance.
- **Audit-Ready Deliverables**: All deliverables are designed to meet audit requirements, reducing the client's burden during compliance checks.

8. Customization and Integration Enhancements

- **Custom Middleware Solutions**: Development of custom middleware to seamlessly integrate legacy systems with modern ERP platforms.
- **Workflow Automation**: Complimentary automation of routine workflows to improve operational efficiency and reduce manual errors.

9. Service Management Enhancements

- **24/7 Technical Support**: Round-the-clock access to our help desk for troubleshooting and issue resolution during the project lifecycle.

- **Dedicated Account Manager**: A single point of contact for personalized support, ensuring quick escalation and resolution of concerns.

10. Innovation and Continuous Improvement

- **AI-Powered Insights**: Implementation of AI-driven analytics for forecasting, operational optimization, and decision-making.
- **Client Feedback Integration**: Continuous incorporation of client feedback into deliverables, ensuring alignment with evolving organizational needs.

11. Value-Added Tools and Platforms

- **Access to Collaboration Platforms**: Provide clients with access to tools like Jira or ServiceNow to track project progress, report issues, and review deliverables in real-time.
- **Automated Reporting Tools**: Deployment of tools that automate reporting on KPIs, system performance, and compliance metrics.

12. Extended Warranty and Maintenance

- **Extended Warranty**: All services include an extended warranty period (beyond standard industry norms) to address post-delivery issues at no additional cost.
- **Maintenance Support**: Provide ongoing maintenance for 90 days post-project completion, ensuring smooth operation and immediate issue resolution.

6. PRICING PROPOSAL

For Enterprise Resource Planning (ERP) Consultancy Services
RFP #2025-017

6.0. INTRODUCTION

In response to RFP #2025-017, we are pleased to submit our fully loaded pricing proposal for Category 1: ERP Maintenance/Modification Services and Category 4: Business Process Review & Documentation Services under the TXShare Cooperative Purchasing Program.

Our pricing model is structured to provide competitive and cost-effective services while maintaining high-quality ERP consulting and support. The rates presented below reflect a fully inclusive structure, covering all necessary administrative, compliance, and service delivery costs.

6.1. FULLY LOADED HOURLY RATES

The table below outlines our final fully loaded hourly rates:

Role	Final Fully Loaded Rate (USD/hr)
ERP Consultant	$75.95
Business Process Consultant	$80.40
Technical Support Specialist	$38.27
Project Manager	$70.62
Documentation Specialist	$37.20
Compliance & Security Consultant	$75.04
Systems Administrator	$62.01
Database Administrator	$91.07
Software Engineer (ERP Developer)	$95.55
ERP Functional Analyst	$74.82
Data Analyst	$51.08
Change Management Specialist	$75.92
Training Specialist	$47.50

6.2. COST JUSTIFICATION AND TRANSPARENCY

Our pricing is structured to provide a clear and competitive cost model for TXShare Entities. Key considerations include:

- **Market Competitiveness –** Rates are benchmarked against industry standards to ensure cost-effective service delivery.
- **Comprehensive Pricing** – The fully loaded rates include all relevant costs, ensuring transparency without hidden fees.
- **Scalability and Flexibility** – Pricing allows for seamless scaling of services to meet varying project demands.

6.3. COST EFFECTIVENESS

- **Optimized Value –** The pricing structure is designed to deliver high-value ERP consultancy services without unnecessary cost inflation.
- **Predictable Budgeting** – The fully inclusive rate model provides clarity in financial planning and cost control.
- **Efficiency in Service Delivery –** The proposed rates ensure access to experienced professionals who can deliver results effectively within budget constraints.

6.4. CONCLUSION

This pricing proposal is structured to align with the objectives of the TXShare Cooperative Purchasing Program, ensuring that participating entities receive cost-effective, high-quality ERP consulting services.

We look forward to the opportunity to support TXShare Entities in optimizing and maintaining their ERP systems.

7. EXHIBIT A - PROPOSE SOLUTIONS TO OPERATIONAL CHALLENGES

7.0. MAINTENANCE, EFFICIENCY IMPROVEMENTS, OR TOTAL REPLACEMENT OF LEGACY SYSTEMS FOR PUBLIC-SECTOR ENTITIES

We specialize in the modernization, optimization, and replacement of legacy systems, with a focus on supporting critical public-sector operations such as Budget, Financial Management, Financial Reporting, Procurement, and other logistical systems. Our proven methodologies and tailored approaches ensure a seamless transition to enhanced or modernized systems, minimizing disruptions and aligning with the unique goals of public-sector entities. Below is a detailed explanation of our approach:

1. Maintenance and Efficiency Improvements of Legacy Systems

Comprehensive Support for Legacy Systems

We ensure that aging systems remain reliable, efficient, and secure through proactive maintenance, optimization, and scalability enhancements.

- **Proactive Maintenance**:
  - Perform regular system health checks, including patch management, performance tuning, and system audits.
  - Ensure compliance with evolving regulations by applying critical updates and security patches to prevent vulnerabilities.
- **System Optimization**:
  - Automate repetitive tasks and workflows within legacy systems to reduce manual intervention and errors.
  - Enhance data integration capabilities to eliminate silos, improve data consistency, and streamline reporting.
- **Risk Mitigation**:
  - Identify and address vulnerabilities, such as outdated code, lack of encryption, or unsupported components.
  - Implement disaster recovery strategies to ensure operational continuity in case of system disruptions.
- **Scalability Enhancements**:
  - Introduce middleware solutions and incremental upgrades to extend the lifespan of legacy systems.
  - Ensure legacy systems can support new operational requirements, such as integration with modern applications.

Case Study Example:

For a state agency, we reduced financial reporting processing time by 35% by automating reconciliation workflows within their legacy system, extending the system's usability by five years.

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2. Total Replacement of Legacy Systems

Strategic Approach to Legacy System Replacement

We follow a structured, phased approach to replace outdated systems with modern platforms, reducing risks and ensuring seamless implementation.

- **Discovery and Planning**:
  - Conduct a comprehensive needs assessment to identify current system limitations and organizational requirements.
  - Engage stakeholders to define goals, priorities, and a vision for the new system, ensuring alignment with public-sector objectives.
- **System Selection and Customization**:
  - Evaluate leading ERP solutions such as Oracle Fusion, SAP S/4HANA, and Workday, recommending the best fit for the entity's needs.
  - Customize the platform to meet specific public-sector requirements, such as budgeting, procurement, and compliance workflows.
- **Data Migration**:
  - Design a robust data migration strategy to securely transfer historical and transactional data, ensuring accuracy and integrity.
  - Use automated tools to validate data and minimize the risk of errors during migration.
- **Implementation and Testing**:
  - Employ phased implementation strategies to minimize disruptions to daily operations.
  - Conduct rigorous testing, including user acceptance testing (UAT**)**, to validate system performance and functionality.
- **Change Management and Training**:
  - Provide tailored training programs for end-users and administrators to ensure smooth adoption of the new system.
  - Deliver ongoing support during the transition to address questions, troubleshoot issues, and optimize system performance.

3. Enhancing System Integration and Process Efficiency

Integrated Solutions and Process Automation

We focus on connecting critical systems and automating workflows to improve operational efficiency.

- **Integrated Solutions**:
    - Create seamless integration between Budget, Financial Management, Procurement, and other systems using APIs and middleware.
    - Enable real-time data sharing with external platforms, such as payroll, tax reporting, and grant management systems.
- **Process Automation**:
    - Automate routine tasks, such as invoice processing, procurement approvals, and financial reconciliations.
    - Leverage AI-driven tools to reduce manual errors and accelerate workflows.
- **Advanced Analytics and Reporting**:
    - Implement business intelligence tools to generate actionable insights and improve decision-making.
    - Provide customizable dashboards for predictive analytics, budget forecasting, and procurement planning.

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4. Ensuring Compliance and Future-Readiness

Compliance and Scalability

We design systems to meet regulatory requirements and support future growth.

- **Regulatory Compliance**:
    - Ensure alignment with public-sector standards such as GASB, GFOA, and federal grant reporting requirements.
    - Implement audit trails, security protocols, and transparency measures to meet accountability mandates.
- **Future Scalability**:
    - Develop scalable solutions capable of adapting to regulatory changes and emerging technologies.
    - Enable cloud-based architectures for enhanced flexibility, cost-efficiency, and accessibility.

7.1. HOW WE CAN REDUCE SIZABLE TECHNOLOGY RISK EXPOSURE

We specialize in reducing technology risk exposure for public and private sector organizations by addressing key challenges such as software obsolescence, hardware/technical infrastructure obsolescence, and scarcity of technical resources. Using a comprehensive approach that combines advanced technologies, strategic planning, and proven methodologies, we help organizations modernize their IT ecosystems, improve operational continuity, and optimize resource utilization. Below is a detailed outline of how we mitigate technology risks and enhance organizational resilience:

1. Addressing Software Obsolescence

Key Risks:

- Unsupported or outdated software leading to security vulnerabilities and non-compliance.
- Reduced functionality negatively impacting operational efficiency.
- Compatibility challenges with modern systems and applications.

Our Solutions:

- **Lifecycle Management**:
  - Establish a robust software lifecycle management process to monitor the status of applications, schedule upgrades, and plan for decommissioning obsolete systems.
  - Proactively migrate outdated systems to modern platforms, such as cloud-based ERP systems (e.g., Oracle Fusion, SAP S/4HANA), to ensure continuous compatibility and updates.
- **Modernization Through Cloud Migration**:
  - Transition legacy applications to cloud-native solutions for scalability, enhanced performance, and cost efficiency.
  - Utilize PaaS (Platform-as-a-Service) and SaaS (Software-as-a-Service) models to eliminate the overhead of on-premises software maintenance.
- **Application Rationalization**:
  - Conduct a comprehensive application inventory to identify redundancies, underutilized tools, and inefficiencies.
  - Consolidate and streamline the application portfolio, reducing maintenance costs and improving interoperability between systems.

2. Mitigating Hardware/Technical Infrastructure Obsolescence

Key Risks:

- Aging hardware causing frequent breakdowns and high maintenance costs.
- Incompatibility with modern software and emerging technologies.
- Insufficient capacity to support growing organizational demands.

Our Solutions:

- **Infrastructure Modernization**:
  - Transition on-premises hardware to virtualized environments or cloud-based infrastructure to reduce maintenance costs and enable scalability.
  - Implement hyper-converged infrastructure (HCI) solutions to unify storage, computing, and networking into a single, cost-efficient system.
- **Edge Computing and Hybrid Solutions**:
  - Deploy hybrid cloud solutions to balance on-premises requirements with cloud scalability, ensuring a flexible and future-proof IT environment.
  - Leverage edge computing to minimize latency and enable real-time data processing for critical operations.
- **Preventative Maintenance and Monitoring**:
  - Use predictive analytics and monitoring tools to proactively identify hardware performance issues before failures occur.
  - Establish preventative maintenance schedules to extend the life of critical infrastructure and reduce downtime.

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3. Overcoming the Scarcity of Technical Resources

Key Risks:

- Challenges in hiring and retaining skilled IT professionals for specialized roles.
- Lack of in-house expertise for maintaining and upgrading legacy systems.
- Dependence on a limited pool of vendors or contractors for critical services.

Our Solutions:

- **IT Staff Augmentation**:
  - Provide skilled IT professionals on-demand to fill resource gaps, offering expertise in legacy systems, modern ERP platforms, and emerging technologies.

  - Deploy specialists for short-term projects, long-term engagements, or critical system migrations.
- **Knowledge Transfer and Training**:
  - Develop comprehensive training programs to upskill internal IT teams, ensuring they can maintain and optimize both legacy and modern systems.
  - Deliver detailed documentation and knowledge-sharing sessions to promote organizational resilience.
- **Managed IT Services**:
  - Offer 24/7 managed IT services for ERP platforms, infrastructure monitoring, and application support, relieving internal teams of routine operational burdens.
  - Provide SLA-driven support to ensure system reliability, availability, and security.

Case Study Example: For a county government, we provided managed services for their legacy ERP platform while upskilling their internal team, reducing their dependency on external contractors by 40%.

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4. Ensuring Long-Term Technology Resilience

Proactive Strategies to Reduce Risk Exposure:

- **Technology Roadmapping**:
  - Collaborate with clients to create multi-year roadmaps that prioritize IT investments, align technology initiatives with business goals, and anticipate future needs.
- **Adoption of Emerging Technologies**:
  - Leverage cutting-edge tools such as AI-driven analytics, machine learning, and process automation to reduce operational costs, improve efficiency, and eliminate manual processes.
- **Vendor Partnerships**:
  - Maintain strategic partnerships with leading technology providers (e.g., Oracle, Microsoft, AWS) to access the latest tools, technologies, and industry insights.
- **Compliance and Security**:
  - Ensure all solutions comply with regulatory standards such as NIST, FedRAMP, GDPR, and GASB to reduce the risk of non-compliance and improve system integrity.

Case Study Example: For a public-sector organization, we developed a technology modernization roadmap that prioritized cloud migration, automation, and AI adoption, reducing risk exposure by 70% over three years.

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5. Our Value Proposition

Key Advantages:

- **Proven Expertise**: Decades of experience helping public and private sector organizations modernize their IT environments and reduce technology risks.
- **Tailored Solutions**: Customized approaches that align with the unique operational requirements and constraints of each client.
- **End-to-End Support**: Comprehensive services covering assessment, planning, implementation, optimization, and ongoing maintenance.
- **Cost Efficiency**: Expertise in reducing operational and maintenance costs while improving system performance and reliability.
- **Scalable Solutions**: Ability to scale solutions to accommodate organizational growth and evolving technology landscapes.

7.2. RESOLVING FRAGMENTATION IN ADMINISTRATIVE SYSTEMS

Fragmentation in administrative systems poses significant challenges to operational efficiency, decision-making, and data accuracy. Our approach focuses on creating integrated, centralized platforms that eliminate silos and improve cross-departmental collaboration. By leveraging advanced technologies and best practices, we streamline administrative functions to foster a cohesive and efficient environment. Below is a detailed overview of our strategies:

1. Unified System Integration

To unify fragmented administrative functions, we implement modern ERP systems and integrate existing systems to ensure seamless communication and data flow.

- **Deployment of Modern ERP Systems**:
  - Replace fragmented and standalone administrative tools with a single ERP platform that consolidates functions such as financial management, procurement, HR, and inventory control.
  - Utilize industry-leading ERP solutions such as Oracle Fusion, SAP S/4HANA, and Microsoft Dynamics 365 to meet the unique needs of public-sector entities.

- **Middleware Integration**:
  - Use middleware solutions such as MuleSoft or Dell Boomi to enable real-time synchronization and interoperability between legacy systems and modern platforms.
  - Ensure that all systems—whether legacy or new—communicate seamlessly, reducing manual data entry and redundant processes.

Outcome: Improved cross-departmental collaboration and elimination of silos by creating a centralized, unified administrative environment.

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2. Process Automation

Automation is a cornerstone of our strategy to reduce inefficiencies, minimize errors, and improve the overall speed of administrative workflows.

- **Data Entry and Reconciliation Automation**:
  - Implement automated workflows for routine tasks such as data entry, account reconciliations, and transaction processing to reduce human intervention and potential errors.
- **AI-Driven Process Efficiency**:
  - Deploy AI-powered tools to identify bottlenecks, enhance process accuracy, and predict operational trends.
  - Enable machine learning models to handle repetitive, data-intensive tasks, improving accuracy and freeing staff for more strategic activities.

Outcome: Reduced processing times, fewer errors, and enhanced administrative efficiency.

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3. Advanced Analytics and Reporting

Consolidating and analyzing data across fragmented systems enables organizations to make more informed decisions and gain better insights into their operations.

- **Data Consolidation**:
  - Centralize data from disparate systems into a single data repository or data lake to eliminate redundancies and ensure consistency.
- **Actionable Insights Through Real-Time Dashboards**:
  - Provide **custom dashboards** and real-time analytics tools to monitor administrative functions, such as budget utilization, procurement cycles, and HR metrics.

- Enable predictive analytics for scenario modeling and proactive decision-making.

Outcome: Enhanced transparency and data-driven decision-making by providing a comprehensive view of administrative performance.

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4. Data Governance and Standardization

Fragmented systems often lead to inconsistent data formats and duplication. Our data governance approach ensures standardization and alignment across the organization.

- **Enterprise-Wide Data Standards**:
  - Develop and enforce data governance policies that define clear standards for data entry, storage, and sharing.
  - Eliminate the need for synchronization adjustments by standardizing formats, definitions, and taxonomies across systems.
- **Compliance and Security**:
  - Implement controls to ensure data integrity and compliance with regulatory requirements such as GDPR, NIST, and GASB.

Outcome: Consistent and accurate data across systems, reducing manual adjustments and improving trust in organizational reporting.

Key Outcomes of Our Approach

- **Minimized Dual Entry**:
  - Unified platforms eliminate the need for duplicate data entry, reducing manual effort and errors.
- **Enhanced Data Accuracy**:
  - Automated workflows and AI-driven tools ensure consistent and reliable data, improving operational outcomes.
- **Streamlined Processes**:
  - By integrating systems and automating processes, administrative workflows become faster, more efficient, and less prone to delays.
- **Cohesive Administrative Environment**:
  - Departments operate in sync, with improved collaboration and visibility into organizational performance.

7.3. INCORPORATING FUNCTIONALITY TO MEET OR EXCEED FEDERAL SECURITY STANDARDS

Our approach ensures compliance with Federal security standards, including NIST and FedRAMP Moderate, while simultaneously enhancing financial controls. By implementing robust security frameworks, role-based access, and automated workflows, we ensure a secure, compliant, and efficient environment. Below is a detailed breakdown of our strategies:

1. Federal Security Standards Compliance

Framework Implementation

- Adhere to NIST 800-53 controls and FedRAMP Moderate requirements during system design, implementation, and operation.
- Perform regular security assessments, audits, and penetration testing to proactively identify and mitigate vulnerabilities.
- Develop a compliance roadmap that includes ongoing review and certification to meet evolving federal requirements.

Secure Infrastructure

- Deploy solutions on FedRAMP-certified cloud environments such as AWS GovCloud, Microsoft Azure Government, or Google Cloud for enhanced security and scalability.
- Utilize encryption protocols for data in transit and at rest, adhering to FIPS 140-2 standards for cryptographic security.
- Incorporate secure backup and recovery solutions to protect against data loss and ensure continuity.

Continuous Monitoring

- Implement Security Information and Event Management (SIEM) tools for real-time monitoring, threat detection, and automated incident response.
- Regularly update systems with security patches and configurations to address emerging vulnerabilities and maintain compliance.

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2. Role-Based Segregation of Duties (SoD)

Granular Role Assignments

- Establish Role-Based Access Control (RBAC) to restrict user permissions to only the data and functionalities required for their job roles.

- Enforce strict Segregation of Duties (SoD) policies to reduce risks of internal fraud or misuse, ensuring no single individual has end-to-end control over critical processes.

Audit Trails

- Enable detailed logging of all system activities, including user logins, data access, and transaction history, to maintain transparency.
- Provide comprehensive audit trails that meet compliance standards and facilitate investigations when necessary.

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3. Configurable Approval Rules

Customizable Workflows

- Design dynamic approval workflows that adapt to financial thresholds, departmental structures, and user roles.
- Allow clients to configure and modify workflows through intuitive interfaces, enabling flexibility without requiring extensive technical expertise.

Two-Factor Authentication (2FA)

- Enforce multi-factor authentication (MFA) for critical approval processes to add an additional layer of security and prevent unauthorized access.

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4. Strengthening Financial Controls

Automated Controls

- Implement validation mechanisms to detect and flag anomalies in financial transactions, ensuring accuracy and compliance.
- Use reconciliation tools to automatically align financial data across systems, reducing errors and discrepancies.

Compliance Reporting

- Provide dashboards and compliance reports to monitor adherence to financial control standards in real time.
- Enable proactive risk management by identifying potential issues before they escalate.

Expected Outcomes

- **Compliance**: Fully meets federal security standards such as NIST 800-53 and FedRAMP Moderate, ensuring system integrity.

- **Enhanced Controls**: Robust segregation of duties, approval workflows, and automated controls reduce fraud risks and improve financial accuracy.
- **Proactive Security**: Real-time monitoring and incident response minimize vulnerabilities and ensure continuous compliance.
- Real-time dashboards and predictive analytics improve decision-making and planning.

October 28, 2024

David Achonu
ALINEDS DBA ALINEDS DEFENSE
13359 N HWY 183
Suite 406 692
Austin, TX 78750

RE: RECERTIFICATON APPROVAL

Dear Mr. David Achonu,

Congratulations!

ALINEDS DBA ALINEDS DEFENSE has been recertified as Minority Business Enterprise (MBE) to participate in the City of Austin's Minority and Women-Owned Business Enterprise (MBE/WBE) Procurement Program.

MBEs and WBEs are required to seek recertification upon the fourth year anniversary of their initial certification and upon the fourth anniversary of all subsequent certifications. Failure of the firm to seek recertification by filing the necessary documentation with SMBR within 60 calendar days from the date of receipt of written notification from SMBR may result in decertification of the firm. The recertification review is completed thorough examination of the sworn affidavit and supporting documentation to determine your continued eligibility as outlined in the City Ordinance Code: § 2-9A-D-15.

You must report any change(s) in circumstances that affect your firm's size, social/economic disadvantage status, management, ownership or control to SMBR within thirty (30) calendar days. Failure to report such change(s) may result in the denial of continued certification or recertification. Additionally, a MBE/WBE on-site review may be conducted by SMBR as needed.

This firm's next Annual Review documents are due prior to October 31, 2028.

Please submit your update to the following link: https://austintexas.mwdbe.com/ .

To confirm the current status of all certified firms, prime contractors, vendors and interested parties are to visit the City of Austin's Certified Vendor Directory at:

https://financeonline.austintexas.gov/afo/account_services/search/vendors/certvendor.cfm

All statuses will be confirmed through the Certified Vendor Directory as noted above and the Certified Vendor Availability List provided by SMBR.

As a City of Austin registered vendor, you are responsible for maintaining accurate information on your vendor profile. You are asked to update any changes related to your business in the City's Vendor Connection system at https://financeonline.austintexas.gov/afo/account_services/account/dashboard.cfm . You can perform these changes daily from 7:00AM to 7:00PM. If you need assistance making changes, please contact Vendor Registration at (512) 974-2018 or by email at vendorreg@austintexas.gov.

Thank you for your interest in the program and we wish you continued success. If you have any questions please contact the Certification Division at (512) 974-7645 or email at SMBRCertification@austintexas.gov .

Febianna Gonzalez-Herrera
Business Development Counselor II
512-974-7726 or Febianna.Gonzalez-Herrera@austintexas.gov

ADDENDUM TO THE
REQUEST FOR PROPOSALS
Enterprise Resource Planning (ERP) Consultancy Services

ADDENDUM NO. 1 DATE ISSUED: January 24, 2025

REQUEST FOR PROPOSALS NUMBER: NCT-2025-017
ORIGINAL RFP SUBMISSION DATE: February 5, 2025
REVISED RFP SUBMISSION DATE: February 26, 2025

RFP NCT-2025-017, dated January 6, 2025, is hereby amended to incorporate in full text the following provisions:

Cover Page
Proposal Submittal Deadline

The solicitation response deadline is now Wednesday, February 26, 2025.

Section 3.3 Typographical Error

The deadline for questions for this project is Friday, January 24, 2025.

Section 3.4 Solicitation Schedule

SOLICITATION SCHEDULE
The anticipated schedule for the RFP process is given below. All times indicated are Central Standard Time (CST). NCTCOG may change this schedule at any time through the addenda process.

The anticipated schedule is as follows:

RFP Issued	**January 6, 2025**	
Pre-Proposal Conference	**None**	
Inquiry Period Ends	**January 24, 2025**	**5:00 PM CT**
Proposal Due Date	**February 26, 2025**	**2:00 PM CT**
Executive Board Meeting	**April, 2025**	
Anticipated Start Date	**April, 2025**	

Section 3.5
Proposal Submission

Date of proposal updated to reflect February 26, 2025. All other information remains the same.

Section 3.6 Public Opening

3.6 PUBLIC OPENING
The public opening for this RFP will be conducted at approximately 2:05 PM CT on Wednesday, February 26, 2025. The meeting will be held digitally via Microsoft Teams, and will be recorded for the RFP file. Please be advised that a large volume of proposals will result in delays in the decryption process. Access information and the meeting invite will be posted to Public Purchase prior to the date of the public opening.

Section 5.0
Page 12
Product Category information is hereby modified and replaced with:

Product Category #1: Provide *ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #2: Provide *ERP Consultancy Services to assist NCTCOG or TXShare Entity's research and preparation for ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #3: Provide *ERP Consultancy Services to implement or replace an ERP system for NCTCOG or TXShare Entities* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #4: Provide *Standalone Review and Documentation Services for NCTCOG or TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #5: Provide *ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa* for the NCTCOG or TXShare Entities through a contract on the TXShare Cooperative Purchasing Program.

Product Category #6: Provide *ERP Consultancy Services otherwise not anticipated in this RFP.*

Exhibit A
Page 34

Exhibit A is replaced in its entirety with the following page:

EXHIBIT A
Description of Desired Product Categories for Proposed Pricing

Respondents should furnish a proposal that specifies pricing for the products and services they propose.

Responses are encouraged from vendors who can only provide a handful of products and services. Respondents are not expected to be able to provide the entirety of the desired services, though are welcome to if they are able!

Product Category #1: Provide *ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #2: Provide *ERP Consultancy Services to assist NCTCOG or TXShare Entity's research and preparation for ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #3: Provide *ERP Consultancy Services to implement or replace an ERP system for NCTCOG or TXShare Entities* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #4: Provide *Standalone Review and Documentation Services for NCTCOG or TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #5: Provide *ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa* for the NCTCOG or TXShare Entities through a contract on the TXShare Cooperative Purchasing Program.

Product Category #6: Provide *ERP Consultancy Services otherwise not anticipated in this RFP.*

Challenge Objectives

The following list of project deliverables are anticipated by TXShare Entities leveraging a contract resultant of this RFP.

In addition to the narratives desired regarding your firm's capability to provide Product Categories 1-6, and the Primary Components/Other Features of an ERP, Respondents are invited to propose solutions that address the following operational challenges, including but not limited to:

- How can your firm assist in the maintenance and efficiency improvements of or the total replacement of a public-sector entity's legacy Budget, Financial Management, Financial Reporting, Procurement, and other logistical systems?
- How can your firm reduce the sizable technology risk exposure resulting from software obsolescence, hardware/technical infrastructure obsolescence, and the increasing scarcity of technical resources?

- How can your firm resolve much of the fragmentation of existing administrative systems environment, which hinders process efficiency due to dual data entry, system reconciliations, data-synchronization adjustments, reporting from fragmented data sources, etc.?

- How would your firm incorporate functionality that meets or exceeds Federal security standards (e.g., NIST, FedRAMP Moderate), and provide security functions such as role-based segregation of duties and configurable approval rules that significantly strengthen financial controls?

- What recommend improvements for a system that would be fully integrated with the financial management, asset management, and inventory functions, thereby improving process efficiency and control would your firm suggest?

- What services can your firm provide for better tracking and management of the projects and assets?

- How can your firm achieve process standardization based on best practices through the implementation of a unified technology platform?

- What methods would you provide for the reduction of paper-based processes by leveraging electronic workflow, approval, document management, and retention capabilities where appropriate;

- What methods could your firm provide for the capturing and production of consistent, expandable set of data;

- How can your firm enable a more flexible solution to meet evolving business requirements (e.g., compliance with Governmental Accounting Standards Board [GASB] guidance) that is configurable by business users and does not require software developers to adjust/maintain system rules; and

- How would you provide for enhanced compliance with Section 508 of the Americans with Disabilities Act regarding accessibility.

- How would your firm conduct Business Process Reviews for Finance, Human Resources, Academic/Student Affairs, Procurement functionalities?

- How can your firm provide efficiency enhancements to existing Time and Expense modules as desired?

- How does your firm review and make recommendations for transitioning to or from cloud-based systems to on-premises based systems?

Exhibit B
Page 36

Exhibit B is replaced in its entirety with the following page. No change to Exhibit B Cont'd.

EXHIBIT B
Service Questionnaire

Indicate the services you are able to provide:

SERVICE	YES	NO
Product Category #1	✓	
Product Category #2		✓
Product Category #3		✓
Product Category #4	✓	
Product Category #5		✓
Product Category #6		✓

<u>Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.</u>

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Bid Item as described in Exhibit A.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXSHARE Public Purchasing Cooperative. The narrative for each Product Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.

Craigan Johnson
Chief Procurement Officer

Proposers: Please acknowledge and return a copy of this Addendum with your proposal.

COMPANY NAME: ALINEDS LLC ______________________________

SIGNATURE: ______________________________

NOTE: Company name and signature must be the same as on the RFP documents.

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):

ALINEDS LLC
____

Signature of Authorized Representative:

____

Date: 2/25/2025

ATTACHMENT II:
CERTIFICATIONS OF OFFEROR

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

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, Davids Achonu (typed or printed name) certify that I am the Managing Director (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):

ALINEDS LLC

Signature of Authorized Representative:

Date: 2/25/2025

ATTACHMENT III:

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

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

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

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;

2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statues 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):

ALINEDS LLC
____

Signature of Authorized Representative:
____

Date: 2/25/2025

ATTACHMENT IV:
RESTRICTIONS ON LOBBYING

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

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

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

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

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

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

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with the instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

ALINEDS LLC
____

Signature of Authorized Representative:

____

Date: 2/25/2025

ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION

The ALINEDS 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 ALINEDS 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 statue 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 statue or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

ALINEDS LLC

Signature of Authorized Representative:

Date: 2/25/2025

ATTACHMENT VI:
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):

ALINEDS LLC
____

Signature of Authorized Representative:

____

Date: 2/25/2025

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

FORM CIQ

OFFICE USE ONLY
Date Received

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.

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

ALINEDS LLC

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.**

N/A

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

Signature of vendor doing business with the governmental entity

2/25/2025

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):

ALINEDS LLC
____

Signature of Authorized Representative:

____

Date: 2/25/2025

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

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

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

Indicate the certification that applies to your corporation:

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

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

Type of Business (if not corporation):

☐ Sole Proprietor

☐ Partnership

■ Other

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

Davids Achonu, Managing Director
(Printed/Typed Name and Title of Authorized Representative)

Signature

Date: 2/25/2025

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: ______________________

NAME OF AUTHORIZED PERSON: Davids Achonu

NAME OF COMPANY: ALINEDS LLC

DATE: 2/25/2025

-OR-

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

SIGNATURE OF AUTHORIZED PERSON: ______________________

NAME OF AUTHORIZED PERSON: ______________________

NAME OF COMPANY: ______________________

DATE: ______________________

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

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

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

A) means, with respect to the entity or association, to:

I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and

II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or

III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.

B) An exception to this provision excludes the following:

I. contracts with a sole-source provider; or

II. the government entity does not receive bids from companies who can provide written verification.

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

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

SIGNATURE OF AUTHORIZED PERSON: ______________________

NAME OF AUTHORIZED PERSON: Davids Achonu

NAME OF COMPANY: ALINEDS LLC

DATE: 2/25/2025

-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: [signature]

NAME OF AUTHORIZED PERSON: Davids Achonu

NAME OF COMPANY: ALINEDS LLC

DATE: 2/25/2025

-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 B Cont'd
Pricing Proposal (Firm/Organization)

Respondents are to provide a rate chart for the labor categories/ skill sets outlined below. All rates should be presented as fully loaded hourly rates. Include any other cost categories that should be considered within the "other" category. Attach extra sheets, as necessary. Respondents are encouraged to offer additional Public Sector Procurement Consulting functions and services as options for retainer under this solicitation.

Pricing Format Request Example	**Procurement No.:**	**NCT 2025-017**
Respondent Name:	ALINEDS LLC	
Notes:	1. This pricing sheet is an EXAMPLE of how pricing should be submitted for RFP 2025-017 2. Please provide hourly rates for **all** staff that would be involved in ERP Consultancy related projects. 3. Use as many lines as needed. 4. Detail any additional information necessary. 5. Proposers are encouraged to offer additional ERP Consulting functions or services to be offered as a catalog option. Please provide any additional options with 'list less' or 'cost plus percentages for pricing. A copy of any catalog services your firm can provide should be included with this response. If no such catalog exists, state "rates as submitted."	

Enterprise Resource Planning Consultancy - SHARE Cooperative Purchasing Program		
Item	**Description**	**Offered Price**
1	Position Title	Specify Rate (Hourly)
2	Position Title	Specify Rate (Hourly)
3	Position Title	Specify Rate (Hourly)
4	Position Title	Specify Rate (Hourly)
5	Position Title	Specify Rate (Hourly)
6	Position Title	Specify Rate (Hourly)
7	Other, Miscellaneous, Etc.	Specify Rate (Hourly, Daily, Weekly)
8	Other, Miscellaneous, Etc.	Specify Rate (Hourly, Daily, Weekly)
Contractor shall provide additional Enterprise Resource Planning goods or services at cost plus:		**%**

EXHIBIT C

RFP 2025-017	Texas Service Area Designation or Identification	
Proposer Name:	ALINEDS 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	

RFP 2025-017	**Nationwide Service Area Designation or Identification Form**	
Proposer Name:	ALINEDS LLC	
Notes:	**Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.**	
	Will service all Fifty (50) States	Will not service Fifty (50) States
	✓	
	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.**	

Item	**State**	**Region/MSA/City**	**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		

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. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to 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/

Local businesses seeking M/W/DBE certification should contact:

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

Submitter must include a copy of its minority certification documentation as part of this solicitation.
If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

__✓__ Minority-Owned Business Enterprise

______ Women-Owned Business Enterprise

______ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

Gwapp
____
Authorized Signature

Davids Achonu
____
Typed Name

2/16/2025
____
Date

Subscribed and sworn to before me this 18th day of February (month), 2025 in Pflugerville (city), Travis (county), Texas (state).

Alyssa Rodriguez

SEAL

Notary Public in and for Travis (County),
State of Texas Commission expires: 10/16/28

NOTARY PUBLIC STATE OF TEXAS
ALYSSA RODRIGUEZ
My Notary ID # 135133228
Expires October 16, 2028