

Response to Request for Proposal



Bid Number: RFP # 2025-023

Title: Artificial Intelligence (AI) Consultancy Services

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Submitted By:

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Submitted To:

Lisa Littrell
Attn: Purchasing Division
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Cover Letter

January 13, 2025,

Lisa Littrell

Attn: Purchasing Division
624 Six Flags Drive, Suite 100
Arlington, TX 76011

Phone: (817) 704-5674

Email: elittrell@nctcog.org

Subject: Response to the RFP 2025-023 Artificial Intelligence (AI) Consultancy Services

Dear Lisa Littrell,

ThoughtFocus, Inc. (“ThoughtFocus,” “We,” “Our”) is pleased to submit the response as a strategic AI consulting partner. We bring a unique mix of techno-functional expertise, public sector insight, and innovative strategy, making us the ideal partner to meet The North Central Texas Council of Governments’ (“NCTCOG”) Artificial Intelligence needs.

ThoughtFocus is a US-based, privately held technology and services firm with 2,300+ employees across five countries and 12 solution centers. We serve sectors like higher education, public services, payments, mortgage and lending, manufacturing, and operations. With 1,000+ completed projects for public and private organizations, including multi-campus entities, we’re trusted partners for mission-critical goals. Our 35% year-over-year growth reflects our market strength, financial stability, and commitment to innovation.

We have consistently driven measurable outcomes through cutting-edge AI implementations across the US and Globally. Key specialties like qualifications and achievements include:

- **Boosted student retention by 30%** across multiple campuses using AI/ML models to analyze enrollment, performance, and engagement—enabling proactive interventions.
- **Optimized public sector operations by 40%** with an AI-powered chatbot, live agent system, and automation—cutting processing times, saving ~10K staff hours annually, and delivering rapid ROI.
- **Boosted decision-making accuracy by 60%** using a predictive analytics platform that processes 20M+ records to optimize resource allocation.
- **Proven Expertise in AI solutions:**
 - ThoughtFocus has been a pioneer in AI solutions for Public sector applications, with deployments across the U.S., Canada, and the Middle East.
 - Recognized as one of the top two solutions in the IBM Build Challenge (2017).
 - Winner of ISG Research’s Best Digital Case Study (2021).
 - Selected by the Georgia Technology Authority (GTA) as a preferred AI chatbot provider for statewide agency use.
 - Empaneled provider of AI solutions for the USA’s most extensive public university system with 23 universities.
- **Tailored Delivery and Expert Team:** Our AI team is customized to match the skills outlined in the RFP, backed by strong delivery processes, quality assurance, and top-tier project management. We’re committed to delivering on time and within scope.

We've built personalized learning platforms and automation tools that have saved institutions over \$10 million. Our expertise in NLP and computer vision powers seamless user experiences—from automated document processing to sentiment analysis for public feedback.

- **Culture of Innovation:** Since 2008, ThoughtFocus has helped public universities stay ahead of the tech curve with cutting-edge solutions in data warehousing, cloud, social engineering, RPA, AI/ML, and Generative AI. We take pride in driving transformative success with forward-thinking innovations. Our AI-powered solutions—ranging from chatbots and live agent contact centers, Process automation, RPA (UiPath), and Gen AI applications—are making an impact across higher education, the public sector, financial services, mortgage, manufacturing, and more.

We request to NCTCOG that our business references in “Sections [1.3](#) till [1.4.D](#)” remain confidential and used solely for protective purposes to safeguard our competitive edge.

ThoughtFocus’ AI solutions are built to scale, delivering long-term value and making us a trusted partner for lasting success. We collaborate closely with stakeholders to tailor implementations that align with client goals. Our proposals focus on measurable impact, driving both immediate efficiencies and long-term strategic gains. Every AI investment is built on a future-ready foundation.

We welcome the opportunity to discuss this proposal further. Please feel free to reach out with any questions or requests for additional details.

<u>Accounts and Primary Contact:</u>	<u>Executive and Secondary Contact:</u>
<p>Mr. Avinash Dongre <i>Head of AI Eng. and Account Manager,</i> 300 Spectrum Center Dr., Suite 940. Irvine, CA 92618 <u>Phone:</u> +1 (714) 501 8912 <u>Email:</u> avinashbd@thoughtfocus.com</p>	<p>Mr. DivyaTej Raghu Rao <i>SVP - Business Head, Higher Ed & Public Sector</i> 300 Spectrum Center Dr., Suite 940. Irvine, CA 92618</p>

Thank you for being so considerate. We look forward to the possibility of working with the NCTCOG on this critical engagement.

Note: Per the NCTCOG’s instruction published in the addendum, the response pages (pages 3 – 4 and 7 – 28) are precisely set within the 30-page limit, excluding the Covers, Table of Contents, divider tabs, Required Attachments I-X, and Exhibit 1.

Best Regards,



DivyaTej Raghu Rao,
SVP - Business Head, Higher Ed & Public Sector
300 Spectrum Ctr Dr, Suite 940. Irvine, CA 92618

THOUGHTFOCUS

1. RFP required Submittals

1.1 Certificate of Offeror & Statement of Understanding

1.1.A. Addenda Acknowledgment

The initial submission pages of your proposal will consist of:

1. Addenda acknowledgement and signature of authorized representative (page 1 of this solicitation document)

Please check out the attached form below.

TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Artificial Intelligence (AI) Consultancy Services
RFP # 2025-023

Sealed proposals will be accepted until 2:00 PM CT, **December 18, 2024**, and then publicly opened and read aloud thereafter.

Legal Name of Proposing Firm

Contact Person for This Proposal

Title

Contact Person Telephone Number

Contact Person E-Mail Address

Street Address of Principal Place of Business

City/State

Zip

Mailing Address of Principal Place of Business

City/State

Zip

Point of Contact for Contract Negotiations

Title

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

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

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

COVER SHEET

1.1.B. Statement of Understanding

2. A brief statement of the respondent's understanding of the work to be done or desired deliverables requested in the solicitation.

ThoughtFocus understands that NCTCOG is looking for a trustworthy partner, not just a vendor, to provide strategic guidance, technological expertise, and transformative AI solutions.

ThoughtFocus shall offer technical mastery, regulatory knowledge, strategic foresight, and a strong ethical commitment. Our approach includes workshops to define AI use cases, develop AI frameworks, create and implement roadmaps, and ensure all AI solutions are ethical, secure, and fully compliant with public sector regulations.

The following is our understanding of the importance of delivering tailored AI consulting services to meet NCTCOG's unique vision, needs, and objectives for effective AI adoption and long-term value creation. Based on the provided RFP document, our team recognizes the following key areas of focus:

Key Area 1: Assessment and Opportunity Analysis Phase		
Objectives	Methodology	Deliverables
Require a thorough evaluation of NCTCOG's processes and core pain points to identify impact AI opportunities, particularly in public safety, citizen engagement, and infrastructure maintenance covering the department-specific AI solutions that enhance operational continuity.	<ul style="list-style-type: none"> Conduct department-specific process mapping using our proprietary AI Opportunity Assessment Framework. Deploy automated process mining tools to identify inefficiencies and AI intervention points. Utilize our Public Sector AI Readiness Assessment toolkit. 	<ul style="list-style-type: none"> Detailed process maps with AI opportunity hotspots Department-specific AI use case catalog ROI potential analysis for each identified opportunity.
Key Area 2: AI Solution Architecture Design		
Objectives	Technical Framework	Key Components
Need targeted recommendations for AI tools, frameworks, and applications, ensuring compatibility with existing systems and scalability for future needs.	<ul style="list-style-type: none"> Implementation of a modular AI architecture enabling scalability Integration of open-source and commercial AI tools based on use case requirements. Establishment of API-first architecture for system interoperability 	<ul style="list-style-type: none"> Custom ML model development environment AutoML platforms for rapid prototyping MLOps infrastructure for model deployment and monitoring

Key Area 3: Data Strategy Implementation		
Objectives	Core Elements	Governance Framework
There is a need for a robust data governance framework to safeguard sensitive information and ensure data privacy and security, especially in citizen and government operations.	<ul style="list-style-type: none"> Data lake architecture with modern cloud platforms. Real-time data integration pipelines Automated data quality monitoring systems 	<ul style="list-style-type: none"> Implementation of data cataloging and metadata management Automated PII detection and masking Role-based access control (RBAC) implementation
Key Area 4: Strategic Implementation Planning		
Objectives	Project Management Approach	Risk Management
Develop a clear, actionable roadmap for AI implementation with defined governance structures, timelines, milestones, deliverables, and immediate operational needs with long-term objectives.	<ul style="list-style-type: none"> Agile methodology with 2-week sprints Continuous delivery pipeline setup Automated testing and validation frameworks 	<ul style="list-style-type: none"> Weekly risk assessment and mitigation planning Automated bias detection in AI models Regular privacy impact assessments Continuous compliance monitoring Fallback system implementation Regular backup and recovery testing.
Key Area 5: Compliance and Controls Framework		
Objectives	Technical Controls	Policy Framework
Ensure AI implementations comply with legal standards, including FOIA and other relevant state and federal regulations.	<ul style="list-style-type: none"> Implementation of AI model validation framework Automated compliance checking systems Audit trail generation for AI decisions 	<ul style="list-style-type: none"> Development of AI governance policies Implementation of the model documentation standards Creation of AI ethics guidelines
Key Area 6: Training and Knowledge Transfer		
Objectives	Training Methodology	Skill Development Focus
Focus on training NCTCOG teams to manage and sustain AI systems.	<ul style="list-style-type: none"> Hands-on workshops using dynamic data. Virtual learning management system implementation Creation of department-specific AI playbooks 	<ul style="list-style-type: none"> AI/ ML fundamentals for technical teams Model monitoring and maintenance. Data preparation and quality management

Key Area 7: Value Quantification Approach		
Objectives	Measurement Framework	Business Case Development
Develop clear business cases that demonstrate the ROI of AI investments. Our methodology will measure immediate and long-term operational benefits, ensuring sustained AI adoption.	<ul style="list-style-type: none"> Implementation of KPI monitoring dashboards ROI tracking system setup Automated benefit realization reporting 	<ul style="list-style-type: none"> Value stream mapping tools Investment prioritization framework
Key Area 8: Implementation Support		
Objectives	Technical Support Structure	Quality Assurance
Provide comprehensive support for pilot and full-scale AI implementations, ensuring a smooth transition to in-house management. Our training programs will empower internal teams to maintain and evolve AI solutions.	<ul style="list-style-type: none"> 24/7 support desk setup Automated incident management system Knowledge base implementation 	<ul style="list-style-type: none"> Continuous monitoring of AI model performance Regular security and compliance assessments Automated testing of all AI implementations Regular stakeholder feedback integration Performance metrics tracking and reporting
Key Area 9: Five-Year Roadmap Development		
Objectives	Planning Tools	Implementation Timeline
Design a flexible 5-year AI roadmap, ensuring alignment with NCTCOG's objectives while accommodating emerging technologies and evolving organizational needs.	<ul style="list-style-type: none"> AI maturity assessment framework Technology horizon scanning methodology. Capability gap analysis toolkit 	<ul style="list-style-type: none"> Quarterly milestone tracking Annual review and adjustment process Technology refresh planning

“With our proven AI expertise, ThoughtFocus is uniquely positioned to deliver AI consulting services that align with NCTCOG’s goals. We prioritize collaboration with the Stakeholders, clear communication, and continuous progress monitoring to ensure successful outcomes and sustained value.”

1.2 Key Personnel

Attach statements of qualifications or resumes for all managers, supervisors, and other team members who will be involved in the management of the delivery of services under this RFP.

The following experienced professionals are proposed as key personnel for this project. Together, they bring a blend of strategic vision, technical expertise, and hands-on implementation experience to ensure the successful delivery of the objectives, scope, and deliverables outlined in the RFP

<p>AI Strategic Advisor</p> <p>- Bradley C</p>	<p>Developing the AI Strategy and Roadmap:</p> <ul style="list-style-type: none"> ▪ Align AI initiatives with organizational goals and long-term vision. ▪ Design a 5-year roadmap covering governance, milestones, and deliverables. <p>Identifying and Prioritizing AI Use Cases:</p> <ul style="list-style-type: none"> ▪ Collaborate with departments to identify high-impact use cases (e.g., public safety, citizen engagement, predictive maintenance). ▪ Evaluate and prioritize use cases based on ROI and feasibility. <p>Ethics and Compliance:</p> <ul style="list-style-type: none"> ▪ Develop governance frameworks to meet FOIA, state/federal regulations, and ethical standards. ▪ Conduct ethical assessments to ensure bias-free and transparent AI solutions. <p>Change Management and Value Realization:</p> <ul style="list-style-type: none"> ▪ Lead workshops and training to upskill staff on AI capabilities. ▪ Build business cases for AI investments, demonstrating long-term value.
<p>AI Engineering Advisor</p> <p>- Avinash D</p>	<p>AI Model Design and Development:</p> <ul style="list-style-type: none"> ▪ Build and optimize AI models to solve specific organizational challenges (e.g., citizen engagement or predictive maintenance). ▪ Implement explainable and unbiased AI models for compliance and user trust. <p>Technical Integration:</p> <ul style="list-style-type: none"> ▪ Integrate AI tools with enterprise systems and ensure seamless departmental workflows. ▪ Support pilot projects and scale successful implementations organization-wide. <p>Performance Monitoring and Optimization:</p> <ul style="list-style-type: none"> ▪ Monitor AI systems for accuracy and efficiency, resolving performance issues as needed. ▪ Continuously enhance models and systems based on real-time feedback. <p>Knowledge Transfer:</p> <ul style="list-style-type: none"> ▪ Provide reusable frameworks and mentor teams on best practices for long-term AI sustainability.
<p>Implementation / Functional Consultant</p>	<p>Needs Assessment and Scoping:</p> <ul style="list-style-type: none"> ▪ Work closely with departments to gather requirements and identify pain points.

<ul style="list-style-type: none"> - Nelson V - Sameer P 	<ul style="list-style-type: none"> ▪ Ensure alignment between business goals and AI solutions. <p>Execution and Deployment:</p> <ul style="list-style-type: none"> ▪ Oversee the deployment of AI systems, ensuring alignment with timelines and objectives. ▪ Coordinate with cross-functional teams to manage dependencies and address challenges. <p>Training and Adoption:</p> <ul style="list-style-type: none"> ▪ Facilitate hands-on training sessions to ensure teams can effectively use the deployed solutions. ▪ Act as a bridge between technical and non-technical stakeholders to simplify AI adoption. <p>Post-Implementation Support:</p> <ul style="list-style-type: none"> ▪ Provide ongoing assistance during the transition to in-house management of AI systems. ▪ Ensure that implemented solutions are optimized for operational effectiveness.
<p>AI Solution Architects</p> <ul style="list-style-type: none"> - Colin P - Zeeshan A - Gopal S - Steve S 	<p>System Architecture Design:</p> <ul style="list-style-type: none"> ▪ Design scalable, secure, and high-performing AI architectures tailored to the organization's needs. ▪ Establish frameworks for integrating AI systems with existing IT infrastructure. <p>Data Strategy and Governance:</p> <ul style="list-style-type: none"> ▪ Develop end-to-end data pipelines that ensure quality, security, and governance. ▪ Ensure data architecture aligns with AI requirements and supports compliance. <p>Tool and Platform Selection:</p> <ul style="list-style-type: none"> ▪ Evaluate and recommend the best AI platforms and frameworks (e.g., AWS, OpenAI, Azure) for each use case. ▪ Ensure selected tools meet scalability, reliability, and interoperability requirements. <p>Scalability and Reliability:</p> <ul style="list-style-type: none"> ▪ Design architectures that allow AI solutions to scale across multiple departments. ▪ Implement monitoring tools to ensure system uptime and performance.

1.2.A. How They Work Together

- **AI Strategic Advisor:** Defines the vision, roadmap, and high-level strategy for AI adoption.
- **AI Engineering Advisor:** Executes the technical aspects of AI development, from model design to integration and optimization.
- **Implementation Consultants:** Translate strategy into actionable plans, manage deployments, and facilitate adoption across teams.
- **AI Architects:** Build the foundational architecture for scalable, secure, and compliant AI systems.

1.2.B. Collective Impact on the RFP

- **Strategic Alignment:** The Strategic Advisor ensures that AI initiatives align with organizational objectives and deliver value.
- **Technical Excellence:** The Engineering Advisor and AI Architects deliver robust, scalable, and compliant AI solutions.
- **Operational Effectiveness:** Implementation Consultants ensure smooth deployment, user adoption, and sustained success.
- **Sustainability:** All roles contribute to a future-ready AI ecosystem, empowering the organization to maintain and expand AI capabilities independently.

This combined expertise ensures that all RFP objectives—strategy, governance, technical implementation, and training—are effectively met.

1.3 References

Include at least four (4) recent references for customers (preferably public agencies) for whom you have provided AI Consultancy services similar to those requested in this solicitation within the last five (5) years. Please include the organization's name (if applicable), contact person, phone number, and email address for each reference. NCTCOG reserves the right to contact or visit any of the respondents' current and/or past customers to evaluate the level of performance and customer satisfaction.

1.3.A. Reference #1, #2 and #3

Since 2008, **ThoughtFocus** has been a strategic advisor and an approved vendor for the California State University (CSU) system, playing a critical role in modernizing operations and enhancing student success programs across its campuses.

ThoughtFocus has developed and implemented the **Student Success Data Platform**, an enterprise-grade solution integrating data from Student Information Systems (SIS), Learning Management Systems (LMS), degree audit platforms, and other enterprise systems. This unified data lake provides a comprehensive 360-degree view of student performance, enabling predictive analytics to identify at-risk students, improve retention rates, and drive better graduation outcomes.

In addition, ThoughtFocus is one of the **approved empaneled vendors for chatbot solutions** within the CSU system. The chatbots deployed across multiple campuses enhance student engagement by providing real-time assistance for routine inquiries, reducing response times, and allowing university staff to focus on higher-value tasks.

At California State University, Fullerton (CSUF), ThoughtFocus further developed an **AI assistant** specifically to streamline travel request and expense management processes for over 5,000 faculty and staff, ensuring compliance with university policies while significantly improving operational efficiency.

With proven expertise and scalable solutions, ThoughtFocus' work has extended across 23 CSU campuses, empowering the system with cutting-edge technology to support its mission of improving student outcomes and operational excellence.

Organization's name	California State University, Fullerton (CSUF)
Contact person	Joe Luzzi
Phone number	+1 (657).278-3251
Email address	jluzzi@fullerton.edu

Organization's name	CSUDH
Contact person	Natalie Alarcon
Phone number	(310) 243-3779
Email address	nalarcon@csudh.edu

Organization's name	Cal State LA
Contact person	Jayant Bhat
Phone number	+1 (323) 343-2706
Email address	jbhat@calstatela.edu

1.3.B. Reference #4

Organization's name	First Advantage
Contact person	Irina Kovach
Phone number	Shall provide on a need basis
Email address	irina.kovach@fadv.com
Engagement Description	<p>ThoughtFocus partnered with First Advantage to drive operational excellence by leveraging advanced AI technologies. The engagement began with a discovery workshop involving product, technology, and operations teams, where ThoughtFocus showcased technological advancements and collaboratively identified key processes for automation.</p> <p>Through a detailed Value Stream Mapping, ThoughtFocus analyzed every process and quantified the potential benefits of automation using AI. This exercise resulted in a prioritized list of processes to automate, projecting an impressive \$2 million in annual savings with a return on investment (ROI) within 18 months. To validate these projections, ThoughtFocus developed a proof of concept (POC) to demonstrate the feasibility and real-world impact of AI-driven automation. This successful POC enabled buy-in from key stakeholders, paving the way for full-scale implementation.</p> <p>ThoughtFocus then institutionalized AI agents across First Advantage's operations, delivering unmatched performance with 99.999% accuracy—a feat rarely achieved by AI assistants. These AI agents have not only streamlined processes but also set new standards for efficiency and reliability within the organization.</p> <p>This collaboration underscores ThoughtFocus' ability to combine strategic advisory services with cutting-edge AI implementation to deliver measurable value and transformative business outcomes.</p>

1.3.C. Reference #5

Organization's name	Devavo
Contact person	Michelle Scanlon

Phone number	Shall provide on a need basis
Email address	michelle@davavo.com
Engagement Description	<p>ThoughtFocus serves as a strategic advisory and product engineering partner for a cutting-edge HR service provider, supporting their mission to revolutionize Human Resource Management with AI-driven solutions. ThoughtFocus collaborated with key stakeholders to develop a comprehensive roadmap and establish strategic positioning for their innovative AI-enabled service offering.</p> <p>As part of this engagement, ThoughtFocus built a proof of concept (POC) to demonstrate the feasibility and transformative potential of AI-powered assistant robots in streamlining HR operations. These AI assistants are designed to address various aspects of Human Resource Management, including HR Chief of Staff services, Leave Management, Enrollment and Benefits Planning, Onboarding Assistance, and Compensation Services.</p> <p>ThoughtFocus continues to play a pivotal role in the engineering and implementation phases, ensuring the AI assistants are seamlessly integrated into operational workflows and deliver measurable impact. This partnership highlights ThoughtFocus' ability to combine strategic advisory expertise with advanced AI engineering, providing end-to-end support for organizations adopting AI-enabled solutions.</p>

1.3.D. Reference #6

Organization's name	GTA (Georgia Tech Authority)
Contact person	Nikhil Deshpande
Phone number	Shall provide on a need basis
Email address	nikhil.deshpande@qta.ga.gov
Engagement Description	<p>As an approved vendor selected through a competitive bidding process, the responsibility includes providing consulting services for chatbot implementation across various offices supported by the Georgia Technology Authority (GTA). The engagement focuses on offering strategic advisory and implementation expertise to modernize operations and enhance service delivery through AI-driven chatbot solutions.</p> <p>The role involves:</p> <ul style="list-style-type: none"> • Conducting in-depth discovery sessions with GTA stakeholders to identify key use cases for chatbot implementation tailored to the needs of different offices. • Developing a roadmap to align chatbot functionality with organizational objectives, ensuring scalable and efficient integration with existing systems. • Providing comprehensive consulting services to ensure chatbot implementations adhere to governance, compliance, and security standards required by public sector organizations. <p>Additionally, responsibilities extend to supporting the pilot and full-scale deployment of chatbots, ensuring seamless integration, user</p>

training, and long-term operational sustainability. The role emphasizes aligning chatbot solutions with strategic priorities, implementing innovative AI solutions, and providing measurable impact.

1.4 Project related Experience and Qualifications

Proposals will be evaluated based on the respondents' demonstrated expertise and experience in providing AI consultancy services, particularly in the context of local government or similar public sector entities. Provide a comprehensive overview of your organization's capabilities in AI technologies (e.g., machine learning, natural language processing), including your industry experience and any past AI implementations within the public sector. Highlight your understanding of public sector compliance, ethical standards, and regulations related to AI. Include a portfolio of successful AI strategies or implementations, especially those that align with the unique needs of local government. Include a brief statement of the respondent's background, including years in business. Clearly state any significant requirements from the Scope of Work that you are unable to meet.

If applicable, identify any subcontractors or third-party services that are utilized in the performance of fulfilling this RFP. Provide a general explanation and chart which specifies project leadership and reporting responsibilities, and how the team will interface with NCTCOG and Participating Entities' project management and team personnel.

ThoughtFocus has over 15 years of experience in delivering advanced AI-driven solutions, making us trusted partners for local government and public sector entities. Our expertise spans a wide range of AI technologies tailored to address the unique needs of public sector organizations:

1. **Machine Learning (ML):**
 - Design and implementation of predictive models for process optimization, trend forecasting, and decision-making.
 - Applications in areas such as resource allocation, fraud detection, and public safety optimization.
2. **Natural Language Processing (NLP):**
 - Development of chatbots and virtual assistants to enhance citizen engagement and automate routine inquiries.
 - Text analysis for extracting insights from public feedback, documents, and surveys.
3. **Predictive Analytics:**
 - Leveraging data to identify patterns, predict outcomes, and support strategic planning.
 - Applications in improving student success, budget planning, and public health forecasting.
4. **Data Integration and Management:**
 - Development of unified data platforms to consolidate data from multiple systems, such as ERP, SIS, and LMS.
 - Real-time data pipelines to ensure high-quality and actionable insights.
5. **AI Governance and Ethical AI:**

- Implementation of frameworks to ensure fairness, transparency, and compliance with public sector regulations.
 - Bias detection and mitigation to ensure equitable outcomes from AI systems.
- 6. AI Automation:**
- Development of AI-driven intelligent agents for operational efficiency in areas such as HR, procurement, and compliance.
 - Proven ability to deliver AI agents with high accuracy (e.g., 99.999% accuracy in operations at First Advantage).

1.4.A. Industry Experience and Public Sector Implementations

ThoughtFocus has a demonstrated track record of executing AI projects across industries, with significant experience in the public sector:

- 1. Higher Education:**
 - Partnered with the California State University (CSU) system to implement a **unified data lake** across 23 campuses. This platform integrates data from SIS, LMS, and degree audit systems, providing a 360-degree view of student performance and enabling predictive analytics to improve graduation rates.
 - Deployed **student-facing chatbots** to enhance engagement and streamline administrative workflows.
- 2. Local Government:**
 - Selected as an **approved vendor** by the Georgia Technology Authority (GTA) to provide chatbot consulting services for multiple offices. These AI-driven solutions enhanced citizen engagement and service delivery efficiency.
- 3. Finance:**
 - Delivered AI solutions for First Advantage, automating processes with **99.999% accuracy**, leading to \$2M YoY savings. The engagement included developing predictive analytics and value stream mapping for operational transformation.
- 4. Manufacturing:**
 - Developed AI models for supply chain optimization, predictive maintenance, and quality assurance, enabling real-time decision-making.

1.4.B. Background of ThoughtFocus

Founded: 2004

Years in Business: 20+

Focus Areas: AI consultancy, process automation, cloud solutions, and data-driven decision-making.

Key Highlights:

- ThoughtFocus has executed hundreds of AI projects across diverse sectors, giving us unmatched expertise in managing varied data sources and complexities.
- Recognized for delivering scalable, ethical, and impactful AI solutions tailored to public sector needs.

1.4.C. Understanding of Public Sector Compliance and Ethical Standards

ThoughtFocus has extensive experience working within public sector environments, ensuring compliance with relevant laws and regulations while adhering to ethical AI principles:

1. **Compliance Standards:**
 - Expertise in FOIA, GDPR, and other state and federal mandates to ensure data security and transparency.
 - Adherence to public sector grant requirements and reporting standards.
2. **Ethical AI Development:**
 - Frameworks for fairness, accountability, and transparency to ensure AI systems align with societal and cultural expectations.
 - Regular ethical audits and bias detection mechanisms to minimize unintended consequences of AI deployment.
3. **Governance Frameworks:**
 - Role-based access controls, audit trails, and compliance monitoring to ensure adherence to regulations throughout the AI lifecycle

1.4.D. Portfolio of Relevant AI Strategies and Implementations

1. **California State University System:**
 - Built a unified data platform for student success, enabling predictive insights to improve retention and graduation rates.
 - Deployed scalable chatbot solutions to handle routine inquiries, improving service efficiency.
2. **Georgia Technology Authority (GTA):**
 - Provided consulting services for chatbot implementation to enhance citizen engagement and streamline local government operations.
3. **First Advantage:**
 - Designed and institutionalized AI agents with 99.999% accuracy, demonstrating operational excellence and achieving \$2M annual savings.

1.4.E. Project Leadership and Team Interface

Our leadership structure ensures seamless collaboration and communication with NCTCOG and Participating Entities:

1. **Leadership Team:**
 - **AI Strategic Advisor:** Guides strategy development and ensures alignment with organizational goals.
 - **AI Engineering Advisor:** Oversees the technical design and deployment of AI solutions.
 - **Implementation Consultants:** Manage execution, timelines, and deliverables.
 - **AI Architects:** Design scalable, secure architectures to support AI implementations.
2. **Interface with NCTCOG:**

- Regular status updates through weekly and bi-weekly meetings.
- Real-time collaboration via project management tools like Jira and Asana.
- A dedicated Project Manager ensures clear communication and streamlined reporting.

1.4.F. Subcontractor Roles (if applicable)

ThoughtFocus primarily relies on in-house resources for AI consulting and implementation. If required, third-party platforms like AWS, Azure, or OpenAI may be utilized for hosting, NLP capabilities, or advanced analytics. All third-party integrations adhere to strict security and compliance protocols.

1.5 Technical Proposal

This section should constitute the major portion of the submittal. The Technical Proposal should include a proposed methodology for meeting the Objectives, Scope of Work, Requirements, and Deliverables outlined in Section 5.

1.5.A. Methodology

Our approach combines collaborative discovery, strategic design, and robust implementation to ensure that all objectives, requirements, and deliverables outlined in Section 5 are met effectively and efficiently. The proposed methodology is structured in five key phases:

1. **Discovery and Needs Assessment**
2. **AI Use Case Prioritization and Feasibility Study**
3. **AI Solution Design and Roadmap Development**
4. **Implementation, Pilot Testing, and Scaling**
5. **Training, Adoption, and Knowledge Transfer**

Each phase is described in detail below, ensuring alignment with the organization's goals and vision for AI-driven transformation.

1.5.A.1 Phase 1: Discovery and Needs Assessment

- **Objectives Addressed:** 5.1(a, b, c)
- **Key Activities:**
 - Conduct workshops with individual departments to identify operational pain points and high-impact AI use cases (e.g., public safety optimization predictive maintenance).
 - Assess existing processes, data infrastructure, and governance frameworks.
 - Perform a gap analysis to determine readiness for AI adoption, focusing on data quality, governance, privacy, and security.
- **Deliverables:**
 - Comprehensive Needs Assessment Report.

- Initial AI Use Case Inventory.

1.5.A.2 Phase 2: AI Use Case Prioritization and Feasibility Study

- **Objectives Addressed:** 5.1(a, b, c); 5.2.2(a-e)
- **Key Activities:**
 - Evaluate identified use cases for feasibility, value, and compliance with external/internal regulations.
 - Conduct a risk-benefit analysis for each use case, considering implementation complexity and organizational impact.
 - Develop a prioritization framework for selecting use cases that balance impact and ease of deployment
- **Deliverables:**
 - Feasibility Study with AI Use Case Recommendations.
 - Risk-benefit and Compliance Analysis for prioritized use cases.

1.5.A.3 Phase 3: AI Solution Design and Roadmap Development

- **Objectives Addressed:** 5.1(c, d, e); 5.2.3(a-e)
- **Key Activities:**
 - Design AI models and frameworks tailored to prioritized use cases, leveraging state-of-the-art tools and technologies (e.g., AWS Bedrock, OpenAI).
 - Develop an AI governance structure that includes KPIs, timelines, milestones, and resource requirements.
 - Incorporate data quality controls, privacy protocols, and security measures into solution design.
 - Align solutions with ethical standards and public sector compliance requirements.
- **Deliverables:**
 - AI Solution Design Documents.
 - Strategic AI Implementation Roadmap.
 - Cost-Benefit Analysis for Proposed AI Solutions

1.5.A.4 Phase 4: Implementation, Pilot Testing, and Scaling

- **Objectives Addressed:** 5.1(h); 5.2.4(a-c)
- **Key Activities:**
 - Implement pilot AI projects, collaborating with stakeholders for iterative refinement.
 - Monitor and troubleshoot pilot implementations to ensure performance and alignment with objectives.
 - Scale successful pilots across departments with a focus on minimizing disruption to ongoing operations.
- **Deliverables:**
 - Pilot Implementation Plan and Results.

- Post-Implementation Support Framework.

1.5.A.5 Phase 5: Training, Adoption, and Knowledge Transfer

- **Objectives Addressed:** 5.1(f, g); 5.2.5(a-c)
- **Key Activities:**
 - Conduct staff training on AI tools, emphasizing practical application and best practices.
 - Develop training materials and a knowledge transfer plan to ensure in-house capabilities for maintaining and updating AI systems.
 - Foster a culture of innovation through workshops and ongoing support.
- **Deliverables:**
 - Training Sessions and Knowledge Transfer Plan.
 - Staff AI Adoption Playbooks.

1.5.B. Key Considerations

1.5.B.1 Data Strategy and Management

A robust data strategy is critical for ensuring that AI solutions deliver accurate, ethical, and secure outcomes while aligning with organizational goals. The proposed **Data Strategy Management Model** focuses on the end-to-end lifecycle of data, emphasizing quality, governance, privacy, and security.

1.5.B.1.1 Data Quality Controls

- **Objective:** Ensure the accuracy, integrity, and reliability of data used in AI models.
- **Key Activities:**
 - **Data Validation:** Automate validation to detect and correct errors in real time.
 - **Enrichment Processes:** Enhance datasets with relevant attributes for better AI model training.
 - **Monitoring:** Implement metrics (e.g., accuracy rate, error rates) to measure and maintain quality.
- **Example:** A public safety AI system improves incident response by ensuring real-time data from IoT sensors is free from anomalies

1.5.B.1.2 Data Governance Framework

- **Objective:** Establish a structured approach to managing data ownership, usage, and compliance.
- **Key Activities:**
 - **Policies and Roles:** Define policies for data ownership, usage rights, and stewardship responsibilities.
 - **Version Control:** Track data changes and maintain an audit trail.
 - **Governance Documentation:** Provide clear guidelines for departments to follow.

- **Example:** A centralized data governance framework aligns datasets from multiple municipal departments, enabling cross-functional AI use cases like predictive maintenance.

1.5.B.1.3 Data Privacy Assurance

- **Objective:** Protect sensitive information while ensuring compliance with regulations (e.g., FOIA, GDPR).
- **Key Activities:**
 - **Data Anonymization:** Apply techniques like pseudonymization and tokenization to safeguard personal data.
 - **Consent Management:** Establish protocols for obtaining and tracking data usage consents.
 - **Regular Audits:** Conduct compliance audits to assess adherence to privacy standards.
- **Example:** A citizen engagement AI chatbot integrates anonymized datasets to provide services without compromising user privacy.

1.5.B.1.4 Data Security Protocols

- **Objective:** Safeguard data against breaches and unauthorized access.
- **Key Activities:**
 - **Encryption:** Use end-to-end encryption for data in transit and at rest.
 - **Access Controls:** Implement role-based access permissions.
 - **Incident Response Plan:** Develop a detailed breach response plan with mitigation strategies.
- **Example:** Predictive maintenance models for city infrastructure ensure encrypted data transmission between IoT devices and cloud systems.

1.5.B.1.5 Ongoing Data Strategy Evaluation

- **Objective:** Adapt the data strategy to evolving regulatory and technological landscapes.
- **Key Activities:**
 - **Periodic Reviews:** Update data policies and protocols to meet new regulations or organizational changes.
 - **Training:** Conduct regular workshops to upskill internal teams on the latest data management best practices.
 - **Feedback Mechanisms:** Implement mechanisms to collect user and stakeholder feedback for continuous improvement.
- **Example:** Annual evaluations refine the data strategy for a public safety AI model, incorporating new data privacy laws

1.5.B.2 Ethical AI Development

Ethical AI development is the cornerstone of building trust, ensuring compliance, and maximizing the societal benefits of AI systems. It emphasizes fairness, transparency, accountability, privacy,

and a positive social impact, particularly in public sector applications where decisions can have far-reaching implications. Below is a comprehensive approach to ethical AI development, supported by practical examples:

1.5.B.2.1 Key Principles of Ethical AI

1. **Fairness**

- Ensure AI systems treat all individuals and groups equitably by addressing biases in data and algorithms.
- Example: A predictive maintenance AI tool incorporates data from both urban and rural areas to avoid prioritizing affluent neighborhoods over underserved ones.

2. **Transparency**

- Provide clear, understandable explanations for AI decisions and processes to build user trust.
- Example: A public safety response AI uses SHAP (SHapley Additive ExPlanations) to generate dashboards showing why specific emergency response actions were prioritized.

3. **Accountability**

- Establish clear roles and responsibilities for overseeing AI systems and their outcomes.
- Example: A citizen engagement chatbot logs all user interactions and decisions for quarterly audits, ensuring that any discrepancies can be traced and resolved.

4. **Privacy**

- Protect sensitive information with robust encryption and anonymization techniques while adhering to regulations like FOIA and GDPR.
- Example: A chatbot for citizen inquiries anonymizes user data to comply with privacy laws while maintaining data utility for training purposes.

5. **Social Impact**

- Assess the societal and cultural implications of AI, aiming to maximize benefits and minimize harm.
- Example: Reskilling 20 employees for AI monitoring roles after implementing a predictive maintenance AI, thereby mitigating potential job displacement.

1.5.B.2.2 Approach to Ethical AI Development

1. **Bias Detection and Mitigation**

- Regularly audit training data to identify and address biases that could lead to unfair outcomes.
- Example: A bias detection report for a citizen engagement tool identified urban-centric biases in its responses, which were corrected by adding rural-specific phrases to the dataset.

2. **Transparency and Documentation**

- Use explainable AI tools and maintain detailed records of AI inputs, processes, and decisions.

- Example: Transparency frameworks for a public safety AI system included real-time dashboards and an audit trail for accountability.

3. **Governance and Compliance**

- Implement an AI ethics committee to oversee compliance with laws and ethical standards.
- Example: A governance framework assigns a Data Ethics Officer to monitor adherence to FOIA regulations and review data practices quarterly.

4. **Ethical Impact Assessments**

- Conduct regular evaluations to assess how AI systems affect communities and stakeholders.
- Example: An impact assessment for a predictive maintenance AI identified reduced repair costs (positive impact) and potential job displacement (risk), leading to proactive employee reskilling.

5. **Training and Knowledge Transfer**

- Empower internal teams with the knowledge and skills to maintain and govern AI systems.
- Example: A training plan for procurement staff covered AI tool usage, data entry best practices, and compliance guidelines, achieving a 90% understanding rate post-training.

1.5.B.2.3 Deliverables for Ethical AI Development

1. **Ethical Guidelines:**

- Define principles like fairness, transparency, and accountability, and outline governance roles.

2. **Bias Report:**

- Detail biases identified, mitigation actions taken, and validation results to ensure fairness.

3. **Transparency Framework:**

- Outline processes for explaining AI decisions and maintaining accountability through audits.

4. **Impact Assessment:**

- Highlight both the benefits and risks of AI systems, with action plans for mitigation.

5. **Training Plan:**

- Include workshops, tutorials, and evaluation strategies to ensure effective knowledge transfer.

Ethical AI development goes beyond technology—it is about building systems that reflect organizational values, comply with regulations, and deliver equitable outcomes. By focusing on fairness, transparency, accountability, privacy, and social impact, organizations can ensure that

AI serves as a force for good while minimizing risks. With the right frameworks and continuous improvement, ethical AI can create trust and long-term value for stakeholders.

1.5.C. Monitoring and Reporting

Monitoring and reporting are critical for ensuring project alignment with objectives, transparency, and timely delivery of outcomes. This approach facilitates progress tracking, compliance, and informed decision-making throughout the AI implementation process.

1.5.C.1 Objectives

- **Track Progress:** Ensure milestones and deliverables are met on schedule.
- **Ensure Compliance:** Validate adherence to legal, ethical, and regulatory requirements.
- **Measure Impact:** Assess performance using Key Performance Indicators (KPIs).
- **Enable Adjustments:** Identify risks or deviations and implement corrective actions.

1.5.C.2 Monitoring Approach

- **Regular Meetings:** Weekly or bi-weekly status meetings to review progress, address challenges, and plan next steps.
- **Dashboards:** Real-time performance tracking of metrics such as milestone completion, resource utilization, and AI model accuracy.
- **Risk Management:** Ongoing risk identification and mitigation planning for issues like data quality and implementation barriers.

1.5.C.3 Reporting Framework

- **Types of Reports:**
 - **Status Reports:** Weekly updates on activities, challenges, and next steps.
 - **Compliance Reports:** Ensure alignment with FOIA, GDPR, and other regulations.
 - **Performance Reports:** Monthly/quarterly insights into KPI progress and ROI.
 - **Final Project Report:** Comprehensive summary of outcomes, challenges, and recommendations.
- **Tools and Formats:**
 - Visualization tools (e.g., Power BI, Tableau) for dashboards.
 - Concise written reports with executive summaries.
 - Presentations for stakeholder reviews.

1.5.C.4 Key Metrics

- **Project Progress:** Milestone completion, deliverable timeliness.
- **AI Model Performance:** Accuracy, recall, response times.

- **Adoption Rates:** Percentage of trained staff using AI tools.
- **Compliance:** Audit trail completeness and regulatory adherence.
- **Financial Impact:** Budget utilization, cost savings, and ROI.

1.5.C.5 Continuous Improvement

Monitoring provides actionable feedback for refining AI models, improving processes, and ensuring sustained success. Adjustments are made based on real-time insights and stakeholder input.

1.5.D. Alignment with Deliverables

The deliverables outlined in Section 5 of the RFP form the backbone of the AI consultancy project. Each deliverable ensures that the objectives, scope of work, and specific requirements are met, driving both short-term success and long-term sustainability for NCTCOG and its participating entities.

1.5.D.1 1. Initial AI Strategy Report

- **Description:**
 - This report provides a high-level strategic direction for AI adoption across the organization.
 - It includes a summary of the current state of organizational processes, identified gaps, and high-level AI opportunities.
- **Components:**
 - Departmental use case inventory and identified challenges.
 - Preliminary recommendations for AI integration.
 - Alignment with organizational goals and public sector compliance standards.
- **Impact:**
 - Serves as a foundation for decision-making and prioritization of AI initiatives.

1.5.D.2 Feasibility Study with AI Use Case Recommendations

- **Description:**
 - A detailed evaluation of identified AI use cases to assess their viability and impact.
- **Components:**
 - Compliance requirements (e.g., FOIA, federal and state regulations).
 - Risk-benefit analysis and prioritization framework.
 - Recommendations for the most impactful and feasible use cases.
- **Impact:**
 - Enables the organization to make informed decisions by focusing on use cases with the highest ROI and operational benefits.

1.5.D.3 Comprehensive AI Implementation Plan

- **Description:**
 - A detailed roadmap for deploying AI solutions, covering governance, resource allocation, and timelines.
- **Components:**

- Governance structure and accountability framework.
- Defined milestones, KPIs, and resource requirements.
- Budget and cost analysis, including development, licensing, and infrastructure costs.
- **Impact:**
 - Provides a clear, actionable plan to execute AI initiatives efficiently and on schedule.

1.5.D.4 5-Year AI Roadmap

- **Description:**
 - A forward-looking plan to guide AI development and integration over the next five years.
- **Components:**
 - Strategic alignment with organizational goals and anticipated technological advancements.
 - Consideration for emerging trends, regulatory changes, and evolving organizational needs.
- **Impact:**
 - Ensures sustainability, scalability, and adaptability of AI solutions over time.

1.5.D.5 Pilot Implementation Plan

- **Description:**
 - A structured approach for testing selected AI solutions in real-world scenarios.
- **Components:**
 - Step-by-step implementation processes for pilot projects.
 - Stakeholder engagement and feedback mechanisms.
 - Success criteria and troubleshooting protocols.
- **Impact:**
 - Reduces risks by validating AI solutions before full-scale deployment and provides actionable insights for scaling.

1.5.D.6 Training Sessions and Knowledge Transfer Plan

- **Description:**
 - A comprehensive plan to upskill staff and ensure seamless adoption of AI tools.
- **Components:**
 - Hands-on training sessions tailored to technical and non-technical teams.
 - Playbooks and user manuals for AI tools.
 - Knowledge transfer processes to empower internal teams for independent management of AI systems.
- **Impact:**
 - Builds internal capacity, fosters a culture of innovation, and reduces reliance on external support.

1.5.D.7 Detailed Documentation on Ethical AI Guidelines

- **Description:**

- A set of standards and protocols to ensure ethical, transparent, and accountable use of AI.
- **Components:**
 - Bias detection and mitigation strategies.
 - Frameworks for transparency and explainability of AI systems.
 - Ethical impact assessment templates.
- **Impact:**
 - Promotes trust and fairness in AI implementations, ensuring alignment with public sector ethical standards.

1.5.D.8 Final Project Report

- **Description:**
 - A comprehensive summary of the project, highlighting outcomes, lessons learned, and recommendations for further AI integration.
- **Components:**
 - Analysis of project successes and challenges.
 - Insights into realized benefits and long-term value of AI adoption.
 - Next steps for continuous improvement and scaling.
- **Impact:**
 - Provides closure to the engagement while offering actionable recommendations for sustained progress.

1.5.D.9 Alignment with Organizational Objectives

Each delivery directly addresses the objectives outlined in the RFP, ensuring:

1. Clear identification and prioritization of AI opportunities.
2. Robust compliance with legal and ethical standards.
3. Development of a scalable and sustainable AI strategy.
4. Transfer of skills and knowledge to enable in-house capabilities.
5. Quantifiable long-term value to support ongoing investment in AI.

This deliverable structure guarantees that the consultancy engagement will have a measurable impact while preparing the organization for independent and scalable AI operations.

1.6 Pricing

Respondents should furnish a detailed hourly rate card for all staff members who would be involved in delivering AI Consultancy Services, as required, throughout the duration of the Contract. Include roles, associated hourly rates, and any applicable conditions, pricing models and any optional services. See attached Pricing Example. Using as many pages as necessary, label your pricing proposal as “Proposal Pricing.”

Proposed Pricing RFP No. 2025-023			
Respondent Name:	ThoughtFocus, Inc.		
Notes:	1. This pricing sheet is an EXAMPLE of how pricing should be submitted for RFP 2025-023. 2. Please provide a detailed hourly rate card for all staff members who would be involved in delivering AI Consultancy Services, as required, throughout the duration of the Contract. Include roles, associated hourly rates, and any applicable conditions or additional costs. 3. Use as many lines as necessary. 4. Detail any additional information. 5. Proposers are encouraged to offer optional features and supplemental fundtions or services to be offered as a catalog option. Please provide any options with 'list less' or 'cost plus' percentages for pricing.		
Artificial Intelligence (AI) Consultancy Services			
Item	Description	Price	Conditions
1	AI Strategic Advisor	USD 300	
2	AI Engineering Advisor	USD 250	
3	Implementation Consultant and Business Analyst	USD 210	
4	Implementation Consultant and Business Analyst	USD 210	
5	AI Architect	USD 170	
6	AI Architect	USD 170	
7	AI Architect	USD 170	

1.7 HUB Bonus

Proof of certification as a Historically Underutilized Business (HUB), Minority, Women-Owned or Disadvantaged Business Enterprise.

Not Applicable.

1.8 Required Attachments

Please include signed copies of all ATTACHMENTS (beginning with ATTACHMENT I) appended to the back of this solicitation document. All attachments must be submitted with the proposal, or the proposal may be disqualified as nonresponsive. If an attachment does not apply, please mark as “Not Applicable” and submit with the proposal.

1.8.A. Attachment I: Instructions for Proposals Compliance and Submittal

Please check out the following filled form.

**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

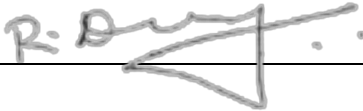
By signing its submission, Offeror acknowledges that it has read, understands and agrees to comply with the NCTCOG standard terms and conditions.

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):

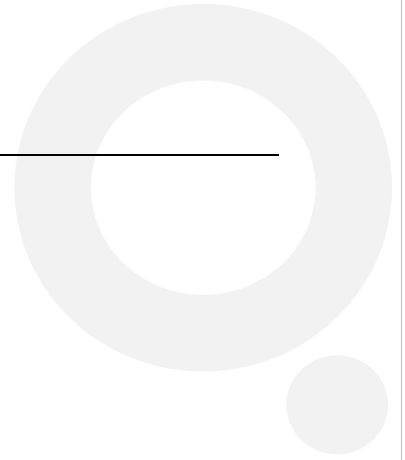
Signature of Authorized Representative:



Date: _____

1.8.B. Attachment II: Certification of Offeror

Please check out the following filled form.



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

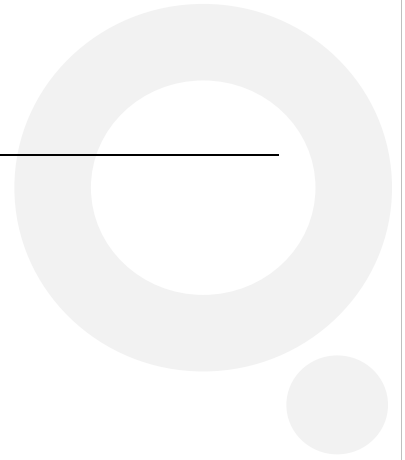
Signature of Authorized Representative:

 _____

Date: _____

1.8.C. Attachment III: Certification Regarding Debarment

Please check out the following filled form.



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

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

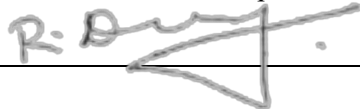
The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

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

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

Name of Organization/Contractor(s):

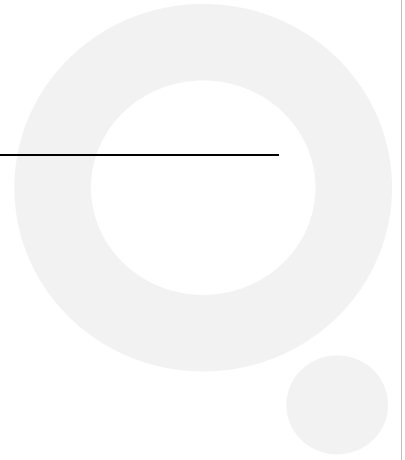
Signature of Authorized Representative:

 _____

Date: _____

1.8.D. Attachment IV: Restrictions on Lobbying

Please check out the following filled form.



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):

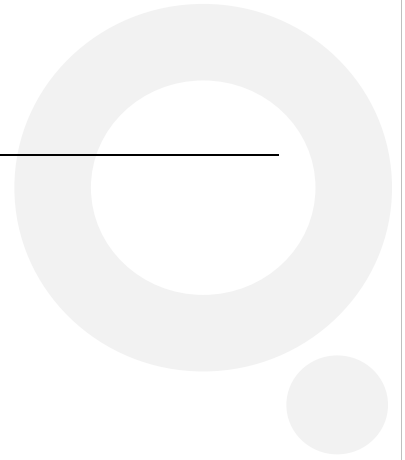
Signature of Authorized Representative:

A handwritten signature in black ink, appearing to read "R. D. ..." followed by a stylized flourish.

Date: _____

1.8.E. Attachment V: Drug-Free Workplace Certification

Please check out the following filled form.



ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The _____ (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 _____ (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

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

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

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

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

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

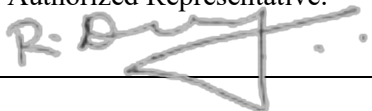
Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal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

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

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

Name of Organization/Contractor(s):

Signature of Authorized Representative:



Date: _____

1.8.F. Attachment VI: Certification Regarding Disclosure of Conflict of Interest

Please check out the following filled form.



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

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

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

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

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

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

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

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

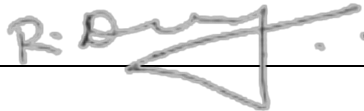
The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

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

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

Name of Organization/Contractor(s):

Signature of Authorized Representative:



Date: _____

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

FORM CIQ

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

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

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

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

OFFICE USE ONLY	
Date Received	

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

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

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

 Name of Officer

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

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

Yes No

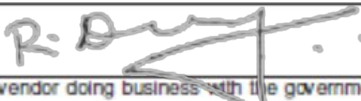
B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

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

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

 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:

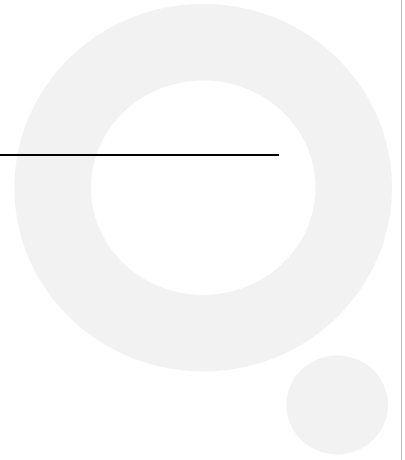
- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental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

1.8.G. Attachment VII: Certification of Fair Business Practices

Please check out the following filled form.



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):

Signature of Authorized Representative:

A handwritten signature in black ink, appearing to be "R. D. [unclear]", is written over a horizontal line.

Date: _____

1.8.H. Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification

Please check out the following filled form.

**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:

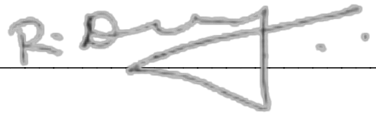
_____ The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

_____ 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.

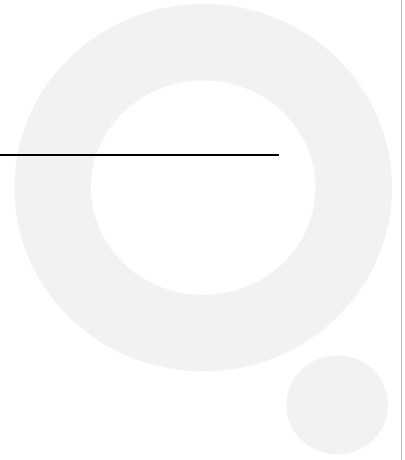
(Printed/Typed Name and Title of Authorized Representative)

Signature 

Date: 1/13/2025

1.8.I. Attachment IX: Historically Underutilized Businesses

Please check out the following filled form.



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

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

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

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

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

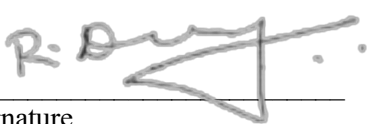
North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

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

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

Vendor to Sign Below to Attest to Validity of Certification:

Vendor Name



Authorized Signature

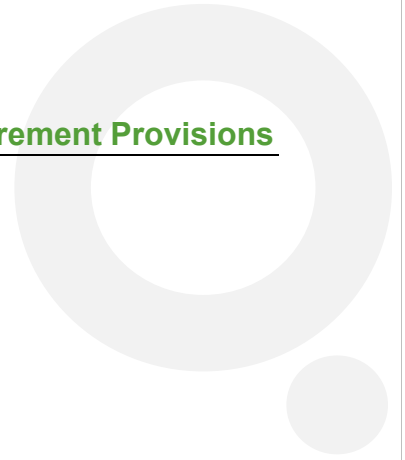
Typed Name

Date

Not applicable.

1.8.J. Attachment X: Federal and State of Texas Required Procurement Provisions

Please check out the following filled form.



**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: _____

NAME OF COMPANY: _____

DATE: _____

-OR-

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

SIGNATURE OF AUTHORIZED PERSON: _____

NAME OF AUTHORIZED PERSON: _____

NAME OF COMPANY: _____

DATE: _____

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries. TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
 - I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.

- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

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

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

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

-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:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

-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:

1.8.K. Exhibit 1: Service Designation Areas

Please check out the following filled form.



EXHIBIT 1: SERVICE DESIGNATION AREAS

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

(Exhibit 1 continued on next page)

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

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

End of Exhibit 1