

# Proposal to Provide Artificial Intelligence (AI) Consultancy Services

January 13, 2025

RFP #: 2025-023

**Submitted to:**

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

**Submitted by:**

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January 13, 2025

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

Dear Ms. Littrell:

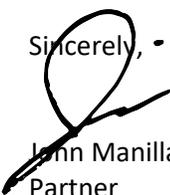
Crowe LLP is pleased to submit our response to North Central Texas Council of Governments (NCTCOG) Request for Proposal for Artificial Intelligence (AI) Consultancy Services. Crowe LLP (Crowe) is a public accounting and consulting firm that uses its deep industry expertise to provide audit, tax, and consulting services to public and private entities. Our vision is built on deep specialization and a focus on our clients, our people, and the hallmarks of our profession: integrity, objectivity, and independence.

Based on the RFP's objectives and specifications, here are the five key themes that demonstrate why Crowe will be an excellent addition to NCTCOG's qualified AI consultancy firms:

1. **Empowering NCTCOG Members with Tailored, Scalable AI Solutions.** Our proposed AI consultancy services are designed to empower NCTCOG TXShare Members with tailored AI strategies and scalable solutions that enhance operational efficiency, improve service delivery, and deliver sustained value.
2. **Commitment to Ethical, Secure, and Compliant AI Implementations.** We can help NCTCOG Members implement ethical, secure, and compliant AI solutions that prioritize transparency, privacy, and alignment with public sector legal and ethical standards.
3. **Maximizing Impact through Comprehensive Data and AI Roadmaps.** We deliver comprehensive data strategies and AI roadmaps, emphasizing quality, security, and governance, to equip NCTCOG Members with clear milestones and performance indicators for impactful AI innovation.
4. **Empowering Internal Teams through Knowledge Transfer and Training.** We empower NCTCOG Members with training and knowledge transfer programs that build internal capabilities, ensuring effective AI adoption and sustained innovation.
5. **Delivering Cost-Efficient Solutions backed with ROI.** We deliver cost-efficient AI solutions with clear ROI assessments, ensuring sustained value and improved outcomes for NCTCOG TXShare Members.

Thank you for taking the time to consider our proposal. Crowe understands and agrees to the terms of set forth in the RFP. We are looking forward to demonstrating why Crowe is the best firm to engage for your AI needs.

Sincerely, -



John Manilla  
Partner



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# 1. Certificate of Offeror and Statement of Understanding

As requested, we have provided the completed **Cover Page** at the end of this section. We acknowledge Addendum #1, posted 12/10/2024.

## Our Understanding of Your Needs

The North Central Texas Council of Governments (NCTCOG) is seeking AI consultancy services to drive innovation, enhance operational efficiency, and empower decision-making across its Member Organizations. The work focuses on envisioning and implementing AI strategies that align with Member Organizations' values and goals, fostering a culture of ethical innovation while addressing complex public sector challenges. By blending technical knowledge with a deep understanding of public sector regulatory requirements and industry practices and trends, Crowe will help NCTCOG & TXShare Members integrate AI solutions that are impactful, secure, and sustainable. Our services can support the long-term success of Members' AI initiatives through the ethical use of related technologies, effective collaboration, and a shared vision for success.

We have summarized six services areas which Crowe would be honored to have the opportunity to offer to NCTCOG and TXShare Member Organizations. We will address the areas in which the RFP has specifically inquired within the technical proposal section of our response but wanted to provide this high-level summary of our offerings organized in the way we currently operate at Crowe. We can offer any of these services individually or combine them into unique offerings to meet the needs of your Members.

### 1. AI Readiness Assessment & Strategy Roadmap

- **AI Readiness Assessment** services offer a package of high-level evaluations of an organization's preparedness for AI integration, providing a streamlined approach that touches on key aspects of governance, data, operational processes, and cultural readiness. This assessment helps organizations understand their current state and prioritize actions for successful AI adoption.
- **AI Strategy and Roadmap** services offer high-level strategic planning for integrating AI across an organization, covering key areas such as governance, data readiness, solution feasibility, and organizational change. This service provides a foundational roadmap tailored to align AI initiatives with organizational objectives, supporting a balanced approach across strategic, operational, and cultural dimensions.

### 2. Responsible AI Services

- **AI Governance Assessment** services evaluate current governance frameworks to identify both risks and opportunities for program maturity. The output of this service is an assessment report with targeted recommendations to address identified risks and gaps.
- **AI Governance Program Development** services are designed to help organizations create or enhance structured frameworks for responsible AI use, aligning with regulatory standards, ethical practices, and robust risk management.
- **AI Program Ongoing Monitoring** services are designed to maintain alignment between an organization's risk profile and its AI use cases, supporting consistent oversight and response capabilities.

### 3. AI Data Service

- **AI Data Quality Readiness Assessment** services provide a thorough review and assessment of an organization's existing data, pinpointing gaps, quality issues, and areas with potential for AI application.
- **AI Data Roadmap** services focus on creating a structured plan for AI initiatives, outlining the necessary steps for data preparation and successful AI adoption.

- **Data Governance Strategy** services establish robust policies and frameworks to manage data securely, ethically, and efficiently
- **Data Architecture & Integration** services involve designing a data infrastructure that effectively supports AI systems, covering storage, processing, and seamless integration.
- **Data Cleansing & Transformation** services focus on preparing data for AI applications by addressing issues such as missing values, inconsistencies, and formatting challenges.

#### 4. AI Application Implementation and Support Services

- **AI Business Use Case Discovery** services are designed to identify and evaluate AI opportunities that align with business needs and goals. This service clarifies project scope and objectives, while assessing the potential benefits, challenges, and return on investment of AI applications.
- **AI Solution Design and Planning** services focus on creating a comprehensive blueprint for the development, testing, and deployment of an AI tool, covering both functional and technical requirements. This service provides a detailed plan for building and implementing an AI solution that meets business needs.
- **AI Model Development and Deployment** services encompass the end-to-end process of designing, training, fine-tuning, validating, and deploying AI models to address specific business challenges. This service helps support that AI models are aligned with business objectives, optimized for performance, and ready for practical use.
- **AI Application Development and Deployment** services provide a comprehensive approach to building, testing, and deploying AI-driven applications, with optional integration into existing systems as needed. This service includes designing user-friendly interfaces, incorporating AI models, and secure scalable deployment.
- **AI Application Support, Maintenance, and Training** services provide comprehensive post-deployment support so that the AI application remains effective, reliable, and user-friendly. This service includes continuous monitoring, maintenance, future upgrades, and training to empower users and adapt the application to evolving needs.

#### 5. Enterprise AI Organizational Change Management

- **Enterprise AI Change Readiness Assessment** services focus on preparing the organization's people and culture for AI adoption at an enterprise level. This organizational change management function assesses readiness, aligns stakeholders, and evaluates capacity for AI-driven transformation across the workforce, emphasizing the human and cultural dimensions of change.
- **Enterprise AI Change Strategy and Planning** services focus on developing a comprehensive strategy and actionable plans to support AI integration, emphasizing trust, transparency, and the cultural shift needed to embrace AI. This service provides a structured approach to engage and prepare the workforce, as well as external stakeholders, for enterprise-wide AI change.
- **Enterprise AI Change Execution and Engagement** services focus on implementing the strategies and approaches outlined in AI change management plans, with a strong emphasis on engaging stakeholders, preparing the workforce, and fostering cultural alignment. This phase prioritizes hands-on support for leadership, managers, and employees as they adapt to AI-driven changes.
- **AI Transition Support and Sustainment** services focus on measuring the impact of AI adoption, advising on workforce transitions, and providing long-term support to embed AI-driven practices into daily operations. This phase emphasizes continued support and knowledge retention, fostering a lasting, adaptive AI culture.

#### 6. AI Insights and Evolution Support

- **AI Insights and Evolution Support** services keep organizations informed of the latest AI advancements, helping to identify potential impacts and opportunities specific to their needs. This service includes both complimentary and premium offerings tailored to public sector clients.

## 2. Key Personnel

The ultimate success of our relationship with NCTOG involves the commitment of an accomplished team of experienced professionals. Your proposed engagement team is well-qualified to provide NCTOG with quality, timely, and personalized service. A summary of our team qualifications is summarized below.

### Key Team Qualifications and Relevant Skillsets

Key Team Members and Role	Years of Experience	Project Management	Public Sector SME	AI Strategy Development and Solution Design	AI and Data Governance	AI Implementation	AI Readiness and Enablement	Current State/Needs Assessment	Training, Adoption, and Capacity Building
1. John Manilla, CPA, PMP <i>Engagement Executive</i>	15	●	●	●			●	●	
2. Luis Lopez Garay, CPA <i>AI Transformation Partner</i>	10			●		●	●	●	
3. Mitchell Mathews <i>AI Transformation Senior Manager</i>	9			●		●	●	●	
4. Zach Bernstein <i>AI Transformation Senior Consultant</i>	1			●		●	●		
5. Clayton Mitchell, CAMS, CFIRS <i>AI Governance Partner</i>	20				●		●	●	
6. David Moncure, JD, CIPP/US <i>AI Governance</i>	19				●		●		
7. Michael Lucas, CISSP <i>AI Governance Senior Manager</i>	17				●		●		
8. Alex Fuglaar, CISSP <i>AI Governance Manager</i>	9		●		●		●		
9. Trent Teister, Certified Profisee Partner <i>AI Data Lead</i>	10			●	●		●	●	
10. Mohammad Nasar, ICP, CBIP <i>AI Data Partner</i>	18				●		●		
11. Andy Suhy <i>AI Data Principal</i>	35			●	●		●		
12. Bill Dykstra, CIA, CRMA <i>Public Sector</i>	23		●				●		
13. Walter Butcher, PMP, PSM, PMSO <i>Public Sector Project Manager</i>	28	●	●		●		●	●	

Key Team Members and Role	Years of Experience	Project Management	Public Sector SME	AI Strategy Development and Solution Design	AI and Data Governance	AI Implementation	AI Readiness and Enablement	Current State/Needs Assessment	Training, Adoption, and Capacity Building
14. Jason Reefer, OCMP <i>OCM Practice Lead, Partner-Elect (effective 4/1/25)</i>	20	●	●					●	●
15. Tobias Pace, SSBB, OCMP, RSM <i>OCM</i>	20		●					●	●
16. Sharon Nelson, PMP, OCMP <i>OCM</i>	23	●	●		●			●	●

**Exceptional Client Experience**

We assign a single contact point to oversee consistency in the services provided and to manage information received from multiple teams in a cohesive manner. Your contact for this will be John Manilla. This streamlines communications and provides you with a single source of accountability when questions arise. Ultimately, we want to effectively work together to achieve results.

**Detailed Resumes**

We recognize and respect NCTCOGs 30-page limit for this proposal and thus have consolidated the table above to provide a high-level overview of the key personnel we would anticipate supporting your Member Organizations. Additionally, we have provided detailed resumes of the individuals listed above in **Attachment A, which we have offered as supplemental information, separate from our proposal. We understand NCTCOG may ignore this attachment while deliberating on submissions.** The resumes provide details on each individual’s education, years of experience, licenses and certifications, professional affiliations, and other relevant experience.

### 3. References

Quality work based on strong functional competency and deep expertise is the core element of creating value for our clients. Quality service involves prompt and efficient service delivery and effective communication with clients.

Crowe has delivered value to our clients for more than 80 years by listening to their needs and developing a comprehensive understanding of their businesses and would appreciate the opportunity to do the same for you.

Several recent references with profiles or requested services similar to NCTCOG Member Organizations are listed below. Please feel free to contact these individuals.

Phoenix Tower International	
Contact Name	Mauricio Campos, Director of Information Technology Address: 999 Yamato Road, Suite 100, Boca Raton, FL 33431 Email: <a href="mailto:mcampos@phoenixintl.com">mcampos@phoenixintl.com</a> Length of service: Since 2021
Description of Services	Crowe collaborates with Phoenix Tower International (PTI) to implement AI-driven solutions that streamline accounts payable processes across 27 countries and 53 legal <i>entities</i> . Key activities include automating ground rent invoicing with a custom PowerApp solution, saving 2,800+ hours annually, and tailoring Microsoft’s Invoice Capture Solution, leveraging AI and OCR technology to reduce errors and manual effort.

California Department of Water Resources	
Contact Name	Dena Uding, Financial Management Enhancements Program Director Address: 715 P St., 6 <sup>th</sup> Floor, Sacramento, CA 95814 Email: <a href="mailto:dena.uding@water.ca.gov">dena.uding@water.ca.gov</a> Length of service: May 2018 through current
Description of Services	Crowe developed an overarching Change Management Strategy and Plan to guide change and training activities for the Financial Management Enhancements Program (FMEP).

Seattle Public Schools	
Contact Information	Andrew Medina, Director of Internal Audit & Ethics Officer 2445 3rd Ave. S. Seattle, WA 98134 Email: <a href="mailto:ajmedina@seattleschools.org">ajmedina@seattleschools.org</a>   Phone: (206) 252-0138 Length of service: Since 2021
Description of Services	Crowe works with Seattle Public Schools on outsourced internal audit and consulting engagements.

City of Los Angeles City Controller’s Office	
Contact Name	Devang Panchal, Director of Auditing Address: 200 N Main St # 300, Los Angeles, CA 90012 Email: <a href="mailto:devang.panchal@lacity.org">devang.panchal@lacity.org</a>   Length of service: August 2023 – June 2024
Description of Services	Crowe supported the Citywide Internal Controls Self-Assessment initiative. Details on this engagement have been provided within our case studies above.

## 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.

Crowe LLP brings over 82 years of experience as a global accounting, consulting, and technology firm. Our AI consultancy services leverage the latest in generative AI technologies as well as machine learning (ML) and natural language processing (NLP), providing transformative solutions tailored to the public sector. Our expertise extends across AI readiness assessments, data governance, ethical AI implementation, and long-term support.

Our team of 50+ dedicated AI consultants collaborate with over 5,000 client-facing professionals, ensuring the delivery of scalable, impactful AI solutions. Crowe’s extensive experience spans various public sector entities, including state and local governments, school districts, and nonprofit organizations, reflecting our deep understanding of public sector compliance, ethical standards, and regulatory requirements.

### Commitment to Public Sector Values and Compliance

Crowe is dedicated to ethical and transparent AI implementations. Our adherence to ethical guidelines provides for fairness, data privacy, and compliance with public sector regulations. This commitment is reflected in our ongoing efforts to align AI initiatives with the unique missions of public entities, fostering trust and accountability.

### Key Differentiators

- **Integrated Governance Frameworks:** Crowe's AI governance approach supports alignment with public sector priorities of transparency, ethical conduct, and compliance.
- **Scalable Expertise:** With a flexible workforce, we adapt resources to meet diverse needs, offering robust solutions across local governments and nonprofits.
- **Proven Results:** Our clients report high satisfaction, with approximately 96% willing to recommend our services.

**Background Information** Founded in 1942, Crowe operates as a leading consultancy firm with a global presence. Our longevity reflects our ability to innovate and adapt, making us a trusted partner in the rapidly evolving field of AI consultancy.

**Scope of Work Exceptions** Crowe LLP has thoroughly reviewed the RFP scope and confirms our ability to meet the requirements outlined in the RFP. Any deviations would be addressed collaboratively with the Member Organization.

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.

We plan to utilize GEO Jobe as a subcontractor for engagements under this contract. GEO Jobe, a Platinum Partner of Esri since 2002, is an industry leader in Geographic Information System (GIS) solutions with over 10,000 global customers. Headquartered on the Mississippi Gulf Coast, GEO Jobe provides a wide range of innovative tools and professional services, including custom application development, GIS strategic planning, cloud services, and geospatial data analysis. Their portfolio includes widely used products such as Admin Tools for ArcGIS and Backup My Org, serving government agencies, utilities, and Fortune 500 companies. GEO Jobe's proven expertise in Esri's ArcGIS ecosystem positions them as a valuable partner in delivering data-driven GIS and geospatial solutions. Many governments rely on Esri and geospatial technology in some way and with the advent of geoAI, having GEO Jobe as part of the overall Crowe team greatly expands the AI offerings, we can bring to NCTCOG Members.

NCTCOG and Participating Entities will have a single point of contact to interface with the Crowe team. For any engagement that requires GIS or geoAI expertise, GEO Jobe and Crowe LLP will operate as a fully integrated team, leveraging complementary strengths for seamless project execution. While GEO Jobe focuses on GIS-specific solutions and technical execution, Crowe provides overarching leadership in strategy, compliance, and AI-driven analytics. Both organizations will share unified project leadership and reporting structures, supporting effective communication and alignment with NCTCOG and Participating Entities. Together, this collaboration guarantees high-quality service delivery tailored to the unique needs of public sector clients.

## 5. Technical Proposal

### 5.1 Objectives:

The objectives of the AI consultancy services include, but are not limited to:

- a. Assessing current organizational processes and identifying opportunities for AI integration, with specific examples relevant to various departments (e.g., public safety response optimization, citizen engagement tools, predictive maintenance in infrastructure).*

Crowe employs a structured approach to assess organizational processes and identify AI integration opportunities tailored to the unique needs of public sector clients. Our AI Readiness Assessment evaluates governance frameworks, data quality, workflows, and cultural readiness to pinpoint high-value use cases across departments. For instance, predictive analytics can optimize emergency response times in public safety, while AI tools for predictive maintenance in infrastructure reduce costs and downtime. In education, AI enhances student engagement, and financial departments benefit from fraud detection and forecasting algorithms. By collaborating with stakeholders, we prioritize feasible AI solutions aligned with organizational goals and develop strategic roadmaps with clear milestones and KPIs. Our focus on data quality, governance, and tailored training facilitates successful implementation and sustainable AI adoption, empowering internal teams to drive innovation and deliver improved public services.

- b. Recommending AI tools, frameworks, and applications to solve specific organizational challenges.*

Crowe recommends AI tools, frameworks, and applications through a client-focused, methodology-driven approach that aligns with public sector goals. By assessing organizational processes and engaging stakeholders, we identify specific challenges—such as optimizing resource allocation, enhancing citizen engagement, or enabling predictive infrastructure maintenance—and recommend AI solutions like generative AI, machine learning, or natural language processing. Our structured roadmap includes feasibility studies, use case prioritization, and compliance with legal standards (e.g., GDPR, FOIA), supporting ethical, secure, and effective AI deployment. Pilot programs allow for testing and refinement in controlled environments, while comprehensive training equips internal teams to sustain AI systems and foster innovation. With a focus on transparency and measurable outcomes, Crowe empowers public sector entities to adopt AI tools that deliver meaningful, sustainable impact.

- c. Developing a comprehensive data strategy alongside an AI roadmap, emphasizing data quality, governance, privacy, and security.*

Crowe develops a comprehensive data strategy alongside an AI roadmap by emphasizing data quality, governance, privacy, and security as pillars of effective AI adoption. Our approach begins with a detailed assessment of the organization's data landscape to identify gaps in quality, consistency, and availability, followed by tailored recommendations. We establish robust governance frameworks covering data ownership, access controls, and ethical usage, while integrating security protocols like encryption and risk assessments to protect sensitive information. Privacy methodologies support compliance with laws such as GDPR, including anonymization and consent management. The phased AI roadmap, created collaboratively with stakeholders, prioritizes high impact use cases, and integrates timelines, milestones, and resource plans. This structured, scalable strategy enables ethical AI adoption while maintaining data integrity and adaptability to evolving regulatory and technological requirements.

- d. Developing a strategic roadmap for AI implementation, including governance, timelines, milestones, and deliverables.*

Crowe develops strategic AI implementation roadmaps by integrating governance, timelines, milestones, and deliverables to align with organizational goals and compliance requirements.

The process begins with stakeholder engagement to assess current capabilities, identify high impact use cases, and evaluate data quality, operational readiness, and organizational culture. The roadmap establishes governance frameworks with clear policies, roles, and responsibilities to support ethical AI deployment and regulatory compliance. Timelines and milestones are mapped to track dependencies and progress, while deliverables include data preparation, AI model designs, and training protocols. Continuous monitoring, iterative improvement, and key performance indicators facilitate adaptability, accountability, and measurable outcomes, positioning public sector entities for sustained innovation and long-term success.

*e. Ensuring that all AI implementations comply with legal standards (e.g., FOIA, grant/state/federal regulations) and establish technical, administrative, and policy controls for internal AI use.*

Crowe helps AI implementations comply with legal standards (e.g., FOIA, grant/state/federal regulations) through a structured governance framework rooted in risk management and public sector compliance experience. Our AI Governance Assessment identifies gaps in compliance, data privacy, and security, forming the basis for a roadmap aligned with legal and ethical guidelines. We establish technical safeguards like encryption and role-based access controls, alongside administrative controls such as monitoring, audits, and incident response plans. Tailored policies define roles and responsibilities to guide transparency and accountability, while continuous training equips internal teams to maintain compliance and adapt to evolving legal requirements. This approach mitigates risks and fosters confidence in ethical and lawful AI deployment.

*f. Providing training and knowledge transfer to the organization's internal teams on AI capabilities, ensuring employees effectively adopt and utilize AI tools.*

Crowe provides robust training and knowledge transfer programs to equip internal teams with the skills needed to adopt and utilize AI tools effectively. Our training combines practical, hands-on sessions with tailored workshops, aligning AI capabilities with organizational goals. Led by the same team involved in AI implementations, training connects real-world insights on how best to use these systems, covering ethical AI use, data management, and technical skills. Flexible delivery options—virtual modules, in-person sessions, and hybrid models—facilitate accessibility for diverse teams. A comprehensive knowledge transfer plan empowers teams to operate AI tools independently and adapt them as needs evolve, embedding AI as a sustainable component of organizational strategy.

*g. Quantify the long-term value AI brings to the organization and create business cases for both immediate and future expenditures, supporting sustained AI investment and adoption.*

Crowe quantifies the long-term value of AI through a structured, data-driven approach that aligns AI initiatives with organizational goals. We conduct feasibility studies, ROI analyses, and use case prioritization to showcase tangible outcomes like cost savings, efficiency gains, and enhanced service delivery. For example, AI can improve public safety response times or reduce infrastructure maintenance costs. Our five-year AI roadmaps outline phased investments, governance frameworks, and measurable milestones, supporting gradual scaling and sustained adoption. By integrating ethical principles and compliance strategies, we align AI investments with public sector standards and trust. Comprehensive training enables teams to independently sustain and evolve AI capabilities, reinforcing its transformative value.

*h. Supporting the pilot and/or full-scale implementations and providing comprehensive training for sustainable, in-house AI operations.*

Crowe supports both pilot and full-scale AI implementations through a collaborative, iterative approach that aligns operational goals with existing workflows. Tailored pilot projects establish clear objectives and success metrics, with user feedback incorporated to refine solutions. For scalable AI use, Crowe provides extensive training, hands-on sessions, and customized materials to empower teams to manage AI systems confidently and foster a culture of innovation. Comprehensive documentation and transition plans equip organizations to independently adapt and evolve AI systems, supporting sustainable, in-house operations and long-term success.

*i. Incorporating a 5-year AI roadmap to guide the organization's future AI development.*

Crowe develops a five-year AI roadmap using a structured methodology aligned with organizational goals to foster sustainable innovation and responsible AI integration. We begin with a comprehensive needs assessment to evaluate current capabilities and define a vision for AI adoption. The roadmap outlines phased milestones, timelines, and deliverables, incorporating governance frameworks for ethical AI use, compliance, and monitoring. Data strategy guides infrastructure readiness, addressing data quality, security, and integration. Capacity building is embedded through training and workshops, empowering teams to manage AI systems effectively and scale capabilities sustainably, driving long-term success.

## 5.2 Scope Of Work:

The selected AI consultancy firm will perform the following tasks:

### 5.2.1 AI Strategy Development

*a. Collaborate closely with individual departments to identify specific AI use cases and associated challenges, such as improving response times in public safety or reducing procurement costs, to develop tailored solutions that align with departmental needs.*

Crowe adopts a structured and collaborative approach to identifying and addressing departmental AI needs. We initiate each engagement with a comprehensive needs assessment, engaging stakeholders to uncover specific challenges and opportunities. For example, in public safety, we can analyze workflows to enhance response times, while in procurement, we can identify AI-driven efficiencies to reduce costs. Leveraging our extensive public sector expertise, we align AI solutions with strategic goals, operational requirements, and regulatory compliance.

Our process emphasizes actionable results through data-driven insights, prioritizing high-impact use cases with clear metrics and manageable implementation timelines. Each AI initiative is guided by an ethical and compliant governance framework, facilitating secure, sustainable outcomes. Crowe further supports departments with detailed roadmaps, capacity-building workshops, and tailored performance metrics to empower internal teams to integrate and sustain AI solutions effectively, fostering long-term innovation.

*b. Conduct a comprehensive needs assessment to understand the organization's goals, existing processes, challenges, and value to be added to the organization by leveraging AI.*

Crowe conducts a thorough needs assessment to align AI strategies with organizational goals by engaging stakeholders across departments to understand objectives, workflows, and challenges. We evaluate existing processes, infrastructure, and data systems to identify gaps in quality, accessibility, and security, facilitating readiness for AI adoption. Our methodology includes mapping value streams to highlight opportunities for enhanced efficiency, decision-making, and service delivery while supporting compliance with public sector standards and ethical guidelines. The resulting tailored roadmap prioritizes high-impact, feasible use cases, establishing a foundation for scalable and effective AI implementation.

*c. Develop a long-term AI strategy aligned with the organization's strategic plan and 5-year vision.*

Crowe develops long-term AI strategies by aligning them with an organization's strategic plan and five-year vision through a collaborative and systematic approach. We begin with a comprehensive analysis of the organization's objectives, operational landscape, and technological readiness, engaging key stakeholders to understand their long-term goals and how AI can support them. AI opportunities are identified and prioritized based on feasibility, impact, and alignment with the organization's mission, considering factors such as resource availability, stakeholder readiness, and regulatory compliance.

The resulting strategy includes a phased roadmap with clear milestones, governance structures, and measurable outcomes to guide AI adoption. Designed for both immediate results and long-term sustainability, the roadmap integrates seamlessly with existing processes while remaining adaptable to future advancements.

By emphasizing ethical AI adoption principles such as fairness, accountability, and transparency, Crowe validates that the strategy establishes a solid foundation for responsible and impactful AI implementation.

### 5.2.2 Feasibility Study and Use Case Identification

*a. Identify potential AI use cases, analyze their feasibility, and assess value.*

Crowe identifies potential AI use cases by collaborating with key stakeholders to uncover opportunities that address operational challenges and align with organizational priorities. We evaluate each use case's feasibility through a thorough assessment of technical, organizational, and financial requirements, considering factors like data quality, infrastructure readiness, and regulatory compliance.

To assess value, Crowe estimates the impact of use cases on efficiency, cost reduction, and service enhancement through ROI modeling, balancing immediate benefits with long-term strategic value. By prioritizing use cases based on feasibility and value, we create a roadmap for deployment that minimizes risk and delivers measurable, ethically grounded improvements tailored to public sector needs.

*b. Document compliance requirements (external and internal).*

Crowe systematically documents compliance requirements by assessing both external mandates, such as state and federal statutes, GDPR, and FOIA, and internal controls needed for AI use. This process includes mapping compliance needs to operational risks and implementing administrative, technical, and policy measures to support oversight and compliance.

We develop a compliance assessment that aligns requirements with corresponding controls and mitigation strategies, presenting actionable recommendations to address gaps and support audit readiness. By embedding compliance into the AI governance framework, Crowe aligns legal and ethical standards with organizational goals, to support both current and future regulatory adaptability.

*c. Provide detailed pros, cons, and risk-benefit analysis for each use case.*

Crowe conducts a detailed pros, cons, and risk-benefit analysis for each AI use case by evaluating technical feasibility, financial implications, and alignment with organizational goals. Benefits such as enhanced efficiency, improved decision-making, and scalability are weighed against potential risks like data integration challenges, stakeholder resistance, and regulatory compliance.

We assess factors affecting success, including data readiness, change management needs, and technology compatibility, addressing drawbacks such as implementation costs and governance requirements with actionable mitigation strategies. By incorporating compliance considerations and ethical AI principles, Crowe confirms that prioritized use cases offer high ROI and feasible deployment while fostering informed decision-making and organizational trust.

*d. Ensure feasibility study includes considerations related to data strategy, including data quality, governance, and integration readiness.*

Crowe includes use case feasibility studies to thoroughly address data strategy by evaluating data quality, governance, and integration readiness. Our process begins with assessing existing data infrastructure to identify gaps, followed by analyzing dataset accuracy, consistency, and completeness to support AI applications.

We collaborate with stakeholders to establish governance frameworks that define roles, responsibilities, and policies for maintaining data integrity and compliance. Integration readiness is assessed by examining system capacity and identifying necessary technical and organizational changes for seamless AI adoption. By focusing on these pillars, Crowe provides actionable insights that enable organizations to prioritize impactful and viable AI use cases while adopting solutions confidently and responsibly.

*e. Prioritize use cases based on impact and ease of deployment.*

Crowe prioritizes AI use cases through a structured approach that evaluates their potential impact and feasibility of deployment.

Stakeholders are engaged to identify key challenges and opportunities, assessing each use case against criteria such as organizational objectives, resource availability, and alignment with strategic goals. Impact analysis highlights benefits like cost savings, efficiency gains, and improved decision-making, while feasibility assessments address technical requirements, data readiness, and implementation challenges. Risk-benefit analysis further validates priorities by factoring in ethical considerations, regulatory compliance, and change management capacity. This holistic methodology supports the selection of scalable, sustainable initiatives that align with stakeholder expectations and deliver maximum value.

### 5.2.3 AI Solution Design and Roadmap

- a. *Research and document various External Compliance (e.g., Freedom of Information Act, grant requirements, and the various local, state, and federal regulations), and Internal Compliance (e.g., designing technical, administrative, policy controls, among others, for the safe use of AI).*

Crowe employs a comprehensive framework to research and document external and internal compliance requirements, aligning regulatory standards with organizational goals. For external compliance, we analyze applicable laws and regulations, including the Freedom of Information Act, grant terms and conditions, and local, state, and federal requirements, supporting alignment with transparency, privacy, and ethical governance standards. Stakeholder collaboration facilitates thorough identification and documentation of legal obligations influencing AI deployment.

For internal compliance, Crowe designs governance frameworks that incorporate technical, administrative, and policy controls to safeguard ethical and secure AI use. This includes assessing existing practices, addressing gaps, and recommending actionable strategies such as policy updates, risk management procedures, and workforce training. Our expertise in data privacy and security informs robust protocols for managing sensitive information, enabling adherence to both internal policies and external regulations. The resulting documentation fosters stakeholder trust, mitigates risks, and provides a foundation for responsible, sustainable AI implementation.

- b. *Design appropriate AI models, frameworks, or tools for selected use cases.*

Crowe designs AI models, frameworks, and tools tailored to organizational goals and operational needs. Through a thorough needs assessment, we identify objectives, challenges, and data requirements for each use case, creating solutions aligned with desired outcomes. Collaborating with stakeholders, we produce detailed functional and technical documentation, integrate data governance frameworks, and apply ethical AI principles to guide development.

Using advanced techniques such as machine learning, natural language processing, and predictive analytics, Crowe develops models refined through iterative testing and validation to achieve reliability and alignment with objectives. A detailed roadmap outlines timelines, resource allocation, and performance metrics, supporting seamless integration with existing IT systems. With user-friendly interfaces and comprehensive training, we enable stakeholders to effectively adopt AI solutions, enhancing long-term capacity and adaptability. Crowe's approach delivers AI solutions that are technically robust, operationally practical, and ethically grounded.

- c. *Provide a comprehensive roadmap, including governance, project timelines, milestones, resource requirements, and key performance indicators (KPIs).*

Crowe delivers a comprehensive AI solution roadmap that integrates governance, timelines, milestones, resource allocation, and KPIs, aligning strategic vision with operational goals. We begin by assessing existing governance frameworks, establishing structures, policies, and roles to support ethical and effective AI integration. Phased timelines and actionable milestones guide progress, while detailed resource requirements outline the necessary human and technological support for seamless execution and scalability.

The roadmap incorporates KPIs to evaluate performance against goals like operational efficiency, cost savings, and stakeholder satisfaction, offering clear insights for continuous improvement. Tailored to the organization's unique challenges and priorities, the roadmap evolves iteratively, driven by stakeholder engagement and focused on measurable outcomes that enhance service delivery and operational efficiency.

*d. Provide a comprehensive cost analysis for each proposed AI solution, including but not limited to anticipated development costs, cloud/compute costs, required licensing/subscriptions, cloud storage/backup, etc.*

Crowe conducts a structured and transparent cost analysis for AI solutions, detailing anticipated expenses across development, cloud/compute infrastructure, licensing, and storage. We begin by assessing organizational needs and infrastructure to align costs with project goals. Development costs are estimated based on technical requirements, including design, testing, and deployment, using collaborative scoping to define precise resource needs.

Cloud and compute costs are evaluated based on the AI model's computational demands, with recommendations for scalable and cost-efficient infrastructure. Licensing and subscription costs are identified with a focus on compliance and seamless integration, while storage and backup expenses are projected based on data volume and retention needs, emphasizing efficiency and data integrity.

This itemized cost analysis supports informed decision-making and financial predictability throughout the implementation lifecycle. By integrating governance considerations and performance metrics, Crowe delivers cost-effective, secure, and high-value AI solutions tailored to public sector priorities.

*e. Ensure AI solutions align with ethical guidelines and public sector regulations, including data privacy laws such as GDPR (if applicable), and customer's internal data loss protection policies.*

Crowe aligns AI solutions with ethical guidelines and public sector regulations through a governance framework that emphasizes compliance, fairness, and transparency. We begin by assessing the customer's regulatory environment, including data privacy laws like GDPR and internal data protection policies, and identifying gaps in existing governance and risk management frameworks. This foundation supports AI implementations that adhere to ethical standards and align with the organization's risk appetite and operational goals.

Ethical and regulatory alignment is integrated into every stage of AI solution design. Data privacy safeguards, such as encryption, anonymization, and access controls, are built into system architecture, while data flow and storage are assessed to mitigate risks of breaches or unauthorized access. Explainability and accountability are central to our AI solutions, enabling stakeholders to validate AI-supported decisions. Through ongoing risk assessments, rigorous testing, and training, Crowe delivers AI solutions that provide measurable value while upholding ethical and regulatory responsibilities.

#### **5.2.4 Pilot Testing and Implementation Support**

*a. Guide the organization through the implementation of pilot AI solutions.*

Crowe guides organizations through pilot AI implementations using a structured, collaborative approach tailored to their unique needs. We work with stakeholders to define clear objectives, scope, and success metrics that align the pilot with operational goals and organizational culture. This helps the pilot address both technical requirements and practical considerations.

Throughout the pilot, Crowe provides training and ongoing support, fostering employee confidence in using AI tools as enhancements to their roles. Regular feedback loops and real-time adjustments help refine the solution collaboratively. Upon completion, the pilot is evaluated against criteria such as accuracy, efficiency, and user satisfaction, with insights informing broader deployment. This approach facilitates the seamless integration of AI technologies, delivering measurable value and supporting long-term operational strategies.

*b. Work with stakeholders to evaluate the pilot projects, troubleshoot issues, and refining solutions as needed.*

Crowe employs a stakeholder-driven approach to pilot evaluation, collaborating with users and key stakeholders to align the project with organizational objectives and operational needs. Regular evaluations gather feedback to iteratively refine the solution, addressing technical and procedural issues through root-cause analysis and effective resolutions. Refinements are guided by qualitative user input and quantitative metrics such as efficiency, accuracy, and satisfaction, optimizing the AI solution for scalability and broader deployment. By emphasizing communication, transparency, and compliance with ethical and regulatory standards, Crowe delivers impactful AI solutions tailored for operational integration.

*c. Offer post-implementation support for system integration and scaling AI solutions across the organization.*

Crowe provides post-implementation support to integrate and scale AI solutions effectively across the organization. Following the pilot phase, we analyze performance metrics, user feedback, and governance alignment to identify areas for improvement and optimize workflows. Robust integration frameworks connect AI tools to existing systems with minimal disruption, supported by training programs that empower staff to manage and utilize the solutions confidently. Ongoing support includes system monitoring, updates, and feature enhancements, so that solutions adapt to organizational needs and technological advancements. This collaborative approach fosters a sustainable AI ecosystem aligned with long-term goals.

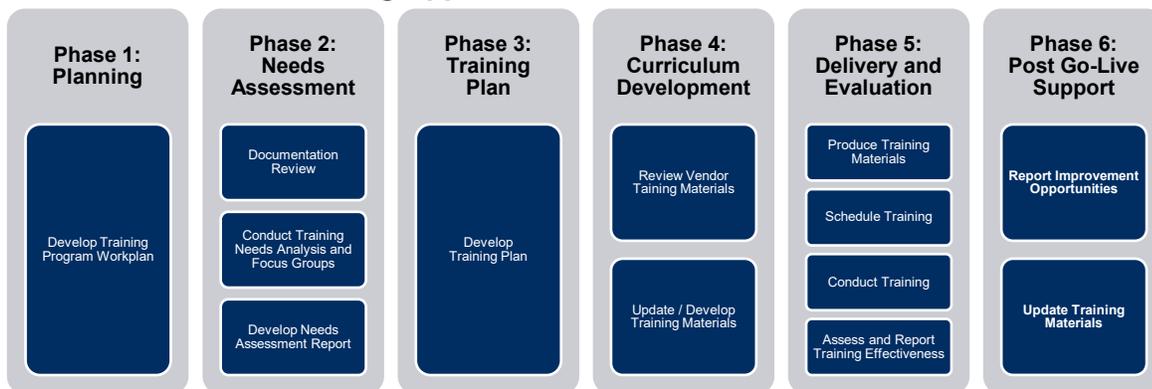
**5.2.5 Training, Adoption, and Capacity Building**

*a. Provide training sessions and materials for staff on AI tools and best practices, to ensure effective and efficient use of AI.*

Crowe provides comprehensive, phased training programs tailored to equip staff with the skills needed to effectively use AI tools. Training begins with planning and needs assessment, identifying skill gaps and designing a curriculum aligned with organizational goals. Delivery methods can include instructor-led sessions (in-person or virtual), self-paced modules, and hands-on exercises, supporting accessibility and practical application.

The curriculum covers AI functionality, business processes, ethical considerations, and integration into workflows, supplemented by reference materials like guides and sandbox environments. Post-training evaluation leverages tools like the Kirkpatrick Model to measure effectiveness and identify improvement opportunities. Crowe also offers post-go-live support, including help desk collaboration and ongoing material updates, fostering sustained learning and effective adoption of AI solutions. This multi-phased approach to training is illustrated in **Exhibit 1**.

**Exhibit 1. End User Training Approach**



*b. Facilitate workshops to build internal AI capabilities and foster a culture of innovation.*

Crowe facilitates tailored workshops to build internal AI capabilities and foster a culture of innovation within public sector organizations. Led by experienced professionals, these workshops combine foundational knowledge with advanced applications, covering topics like data readiness, ethical AI practices, AI-driven decision-making, and aligning AI initiatives with organizational goals. Interactive activities, case studies, and collaborative problem-solving engage participants, equipping them with practical skills and an innovative mindset. By emphasizing leadership, cross-departmental collaboration, and adaptability to technological advancements, these workshops act as catalysts for embedding AI as a strategic tool and driving long-term organizational innovation.

*c. Develop a knowledge transfer plan to ensure the organization can maintain and update AI systems independently.*

Crowe develops knowledge transfer plans to equip organizations for independent AI system management. Our process begins with assessing current capabilities and identifying gaps to inform tailored training and transition strategies. We embed hands-on training during implementation and provide comprehensive documentation, including system manuals, governance frameworks, and troubleshooting guides. Scenario-based workshops and a "train-the-trainer" model empower key personnel to act as knowledge leaders, cascading expertise across teams. To support ongoing learning, we incorporate access to updated materials, periodic refresher courses, and emerging best practices. This structured approach fosters independence and innovation, enabling organizations to adapt and thrive with evolving AI technologies.

## 5.3 Specifications and Requirements:

### 5.3.1 Consultant Expertise and Qualifications

*a. Demonstrated experience in providing AI consultancy services to government agencies or similar public sector organizations.*

Crowe has successfully assisted hundreds of public sector clients in developing strategies and related roadmaps, implementing systems, and providing ongoing support. Recently, we have integrated our own Generative AI tools into our client engagements. We believe that the use of these advanced tools will enhance our extensive experience and deep specialization, further strengthening our strategic partnerships with our clients.

One of the ways we have demonstrated this transition to Gen-AI supported consultancy services is in our recent response to Sourcwell's RFP to provide Artificial Intelligence (AI) Readiness, Implementation, and Support Services. In addition, we have included the case studies below to illustrate how we have successfully assisted clients with similar needs. By leveraging Generative AI, we are now able to accelerate our capabilities across these areas, enhancing our ability to deliver exceptional results. Each of these cases demonstrates our long-term commitment to supporting our clients' strategic and major initiatives and our capabilities to design and implement custom technology solutions to meet their unique needs.

While the case studies below are more tangential to the latest generative AI solutions, they employed many of the same leaders within the firm as well as project methodologies and related technologies. We recognize many of the AI use cases NCTCOG Members will be interested in employing over the months and years to come are still very new and still evolving and thus a substantial history of these projects has not yet been established by Crowe.

#### **Case Study #1. LA City Controller's Audit Services Division | Citywide Self-Assessment of Internal Controls**

Crowe collaborated with the Los Angeles City Controller's Office to administer a Citywide self-assessment of internal controls over financial reporting. Using a technology-driven approach, Crowe enhanced survey distribution and response analytics, modernizing the process to improve user experience and departmental participation. The engagement aimed to substantiate existing controls, identify improvement areas, and support the City in strengthening fiscal operations and stewardship of public funds.

Crowe developed and distributed a proprietary online survey to 60 departments, achieving a 73% response rate. Responses were validated, aggregated, and analyzed to identify trends, resource needs, and opportunities for standardization. Insights were presented through dynamic Power BI visualizations, highlighting strengths and areas requiring attention. The project showcased Crowe's expertise in integrating technology with AI-enabled data analytics to support governance, transparency, and operational excellence for a large public sector entity.

**Case Study #2. Washington Metropolitan Area Transit Authority (WMATA) | ERM Program, GRC System Implementation and Internal Audit Support**

WMATA is a tri-jurisdictional *quasi-governmental agency* that operates transit service in the Washington metropolitan area that includes the District of Columbia, Maryland, and Virginia. WMATA ranks in the top ten of the largest public transportation agencies in the nation in terms of ridership. Between 2017 and 2021 Crowe worked as a cohesive unit with WMATA's Management Audits, Risk and Compliance (MARC) department. In 2017, Crowe collaborated with WMATA's Management Audits, Risk, and Compliance (MARC) unit to launch its internal audit function. Crowe developed foundational elements, including the internal audit charter, policies, templates, and records management system, and supported MARC's vision of a forward-looking, strategic, and customer-centered audit function. Key contributions included conducting risk and control assessments, providing IT audit services, and supporting process improvements across various departments.

Crowe also helped implement WMATA's Enterprise Risk Management (ERM) program, adhering to the COSO ERM Framework. This effort included developing risk governance structures, facilitating over 175 risk workshops, and creating a comprehensive risk register. Additionally, Crowe led the deployment of the RSA Archer Governance, Risk, and Compliance platform to streamline operations in audit, ERM, and issues management. Regulatory compliance support included Federal Transit Administration reviews and CARES Act funding oversight. Crowe's expertise and innovative approaches enabled WMATA to enhance governance, mitigate risks, and achieve operational efficiency.

**Case Study #3. California Department of Water Resources | Financial Management Enhancements Program (FMEP) Support**

Crowe supported the California Department of Water Resources (DWR) in implementing its Financial Management Enhancements Program (FMEP), comprising four integrated solutions: Portfolio/Project Management, SAP Budgeting and Planning, Cost Allocation and Billing, and Business Intelligence/Cross Modular Reporting (BI/CMR). As part of this initiative, Crowe developed a comprehensive change management strategy and implemented a robust data governance framework for the SAP SWP system.

Crowe established the SWP SAP Data Governance Work Model, Plan, and Committee Charter to standardize data governance roles, processes, and policies. These efforts included guiding the Data Governance Committee in managing financial data, enforcing governance standards, and providing training.

Concurrently, Crowe ensured the SAP Analytics Cloud solution addressed user needs for reporting and dashboards, delivering a BI/CMR Solution Analysis that identified process changes, readiness assessments, and recommendations for successful implementation. Crowe's expertise enhanced DWR's data governance and reporting capabilities, supporting the FMEP's strategic objectives.

*b. Proficiency in AI technologies, including machine learning, natural language processing, computer vision, etc.*

We have and are continuing to evolve and enhance our proficiency in AI technologies. The Crowe AI Studio is a team of teams within the Technology Business Unit collectively rising to meet an urgent challenge: transform how Crowe does business through Artificial Intelligence (AI). This cross-functional group is accountable to Crowe's AI Steering Committee. It delivers value through experimentation, validation, and by collaboratively tackling key strategic AI building blocks with firmwide impact. It is the Center of Excellence for AI at Crowe. The Crowe AI Studio receives AI investment dollars allocated by leadership at a critical moment for the firm. This team of teams is committed to tracking and demonstrating value of this investment while exemplifying best practices for AI exploration, development, and enablement.

*c. Experience with AI ethics, data privacy, and security, particularly in a public sector context.*

Crowe's AI Governance team has extensive expertise in managing ethical considerations, data privacy, and security for public and private sector clients. Our client-facing solutions include the AI Search Assistant for Genuine Cable Group, streamlining sales staff's access to part information across ERP systems and catalogs, and an automated text extraction tool for Audax, transforming investment data processing into a seamless Salesforce integration. These innovations prioritize data accuracy and secure workflows.

Internally, Crowe leverages AI tools like the Audit Chatbot, which simplifies audit lifecycle queries, and the Document Detective, an LLM-based application enhancing document analysis and data extraction accuracy. Other initiatives include the Agentic Flow Generator for process automation, a synthetic AML Analyst for financial crime reviews, and a Fixed Asset Manager using Azure AI to optimize tax depreciation workflows. These projects exemplify Crowe's commitment to ethical AI practices, robust data governance, and secure, efficient solutions tailored to organizational needs.

*d. Proven success in developing AI strategies and roadmaps, including successful project implementation.*

Here are several recent examples of our success in this and related services.

### **Client Service Delivery**

#### AI Search Assistant: Enhancing Sales Efficiency for Cable Distributor

Crowe developed a custom Copilot Agent tailored for a parts distributor, designed to streamline the sales staff's ability to identify parts within both structured and unstructured data. When users send a request via Teams to the AI Search Assistant, the agent processes the query and searches for matching parts across the ERP system, specification sheets, and manufacturer catalogs. It then delivers a detailed response, including the part number, attributes, and a hyperlink that allows users to view the part directly in its source data, providing quick access to accurate information.

#### Automated Text Extraction and Deal Generation: Private Equity Firm

Crowe implemented an AI solution for a private equity firm that extracts key data from investment-related documents and automatically uses it to create new 'Deals' in Salesforce. This transformed a previously manual and time-consuming process by directly populating Salesforce records with the extracted information. Human interaction is now limited to a simple validation step.

### **Crowe Internal Service Delivery**

#### Audit Chatbot

Crowe configured a chatbot powered by our Audit Clarity database to streamline the audit lifecycle by providing quick, accurate answers to common questions. The chatbot simplifies access to audit practices, guidance, and proprietary information, reducing the need for senior leadership to address routine queries or guide team members through the database.

#### Document Detective

Crowe engineered a scalable power application as the foundation for Crowe's Document Extraction initiative. The application enables users to leverage an LLM-based solution to analyze documents and get answers to predefined questions. It includes functionality to test multiple versions of prompts, allowing users to refine and optimize accuracy in extracting relevant information or data fields.

#### Agentic Flow Generator

Crowe constructed a multi-agent flow that transforms a process map or project plan into a detailed agentic workflow. This workflow serves as a proof-of-concept blueprint, complete with functionality test cards for each agent. The solution incorporates every component of the workflow to be clearly defined and testable, streamlining the transition from planning to implementation.

### Financial Crime Outsourced Review

Crowe is designing a synthetic Anti-Money Laundering (AML) Analyst powered by AI to address capacity bottlenecks in outsourced financial crime reviews. This solution replicates key tasks currently performed by analysts, automating, and accelerating the review process.

### Fixed Asset Manager

Crowe is assembling an app that leverages Microsoft Power Platform and Azure AI services to streamline Fixed Asset Depreciation workflows for the Crowe Tax team. The solution allows users to upload client fixed asset data, leverage an LLM to classify assets into the correct asset classes, and calculates depreciable life with extremely high precision and accuracy. As a result, significant time reduction and operational efficiencies were awarded back to the firm.

### CroweMind

Internally, our firm has developed CroweMind, a robust AI governance framework and a proprietary generative AI platform integrated with OpenAI's large language models.

- e. Ability to work collaboratively with internal teams and translate technical concepts into layman's terms for non-technical stakeholders.*

Crowe excels in collaborating with internal teams and translating complex technical concepts into clear, actionable language for non-technical stakeholders. Our tailored approach fosters understanding and alignment through workshops, facilitated discussions, and structured sessions that break down technical jargon into relevant insights. For instance, during AI readiness assessments, Crowe communicates findings via straightforward, stakeholder-focused documentation that highlights organizational challenges and opportunities.

We enhance clarity with user-friendly visual aids, such as data visualizations, process maps, and infographics, enabling stakeholders to understand technical decisions in the context of organizational objectives. By combining clear communication with ongoing support and education, Crowe empowers stakeholders to confidently adopt and champion AI-driven solutions, bridging technical gaps and aligning strategies with organizational goals.

- f. Demonstrated understanding and experience with public sector compliance and ethical standards.*

Crowe's public sector team, comprising over 300 professionals serving more than 1,000 entities nationwide, brings 50 years of experience addressing the unique needs of government organizations. Our expertise spans compliance, ethical standards, and specialized areas such as generative AI, federal program compliance, cybersecurity, and enterprise risk management. Crowe's commitment to the public sector is demonstrated through active involvement with organizations like GFOA, GASB, and IIA, as well as investments in tailored solutions and professional development. By prioritizing collaboration, deep specialization, and a client-centered approach, Crowe delivers customized, ethical, and effective solutions to diverse public sector challenges.

## **5.3.2 Data Security and Privacy Compliance**

- a. The consultant must comply with all applicable federal, state, and local data privacy laws.*

Crowe integrates comprehensive data governance frameworks and security measures to comply with federal, state, and local data privacy laws, including GDPR, HIPAA, and CCPA. We implement robust privacy mechanisms such as encryption, anonymization, and access controls to safeguard sensitive information. Our responsible AI framework establishes clear policies aligned with NIST and ISO standards, supporting ethical and lawful AI implementation. By conducting compliance assessments, developing tailored data governance policies, and providing transparent reporting, Crowe supports clients in maintaining accountability, mitigating risks, and adapting to evolving legal requirements.

- b. Provide documentation that AI solutions will adhere to data protection regulations such as GDPR (if applicable) or equivalent local laws.*

Crowe will support NCTCOG Member organizations' efforts to align AI solutions with regulations like GDPR and CCPA by integrating robust data governance frameworks and proactive compliance measures. We conduct thorough assessments to align practices with key regulatory requirements and implement safeguards such as anonymization, encryption, and secure access controls. Our AI Governance Program establishes structured policies and risk mitigation processes, supported by transparent documentation. Continuous monitoring, audits, and incident response plans maintain dynamic compliance, while training fosters a culture of data privacy and long-term operational sustainability.

- c. Implement security measures to ensure the protection of sensitive and personal information during data processing.*

Crowe implements robust security protocols to protect sensitive and personal information during data processing, tailored to public sector requirements. Our approach begins with a comprehensive risk assessment to identify vulnerabilities, followed by developing a data governance framework aligned with regulations like GDPR and CCPA. Security measures include data encryption, multi-factor authentication, secure API integrations, and real-time monitoring to safeguard data at rest, in transit, and during processing. Anonymization and tokenization further mitigate risks. Post-implementation, Crowe provides ongoing support through security reviews, updates, and team training, supporting secure and transparent data handling.

### **5.3.3 Project Management and Reporting**

- a. The consultant must provide regular project status updates and attend weekly or bi-weekly meetings with the organization's project management team.*

Crowe provides comprehensive project status updates detailing progress, milestones, risks, and mitigation strategies, tailored to the organization's needs and supported by data visualizations where applicable. Weekly or bi-weekly meetings are structured with clear agendas to review progress, address challenges, and make informed decisions collaboratively. Outcomes, including action items and decisions, are documented, and promptly distributed to maintain alignment and accountability. This proactive approach fosters transparency, engagement, and successful outcomes aligned with the dynamic needs of public sector organizations.

- b. Submit a detailed final report summarizing findings, recommendations, implementation results, and lessons learned.*

When appropriate, Crowe delivers comprehensive final reports summarizing findings, recommendations, implementation results, and lessons learned. The report integrates insights from data assessments, stakeholder feedback, and performance metrics, offering actionable recommendations that address immediate challenges and long-term opportunities. Implementation results are documented transparently, highlighting measurable outcomes, while the lessons learned section provides reflective analysis to inform future projects. Collaborating with stakeholders, the final report is crafted to align with organizational goals and serves as a valuable resource for knowledge transfer and sustaining initiatives effectively.

- c. Adhere to agreed project deadlines and deliver all required documentation in a timely manner.*

Crowe's disciplined approach to project management supports adherence to deadlines and timely delivery of documentation. During the project initiation phase, we define milestones, deliverables, and dependencies, supported by weekly or bi-weekly status meetings to address potential delays early. Certified project managers leverage best practices like the PMBOK standards to monitor progress, while quality assurance processes verify that all documentation meets requirements before submission. Transparent communication and regular updates keep stakeholders informed, supporting deliverables that are high-quality, actionable, and aligned with public sector needs.

### 5.3.4 Budget and Cost Estimates

- a. Provide a comprehensive cost breakdown for the services, including consultancy fees, software licensing costs (if applicable), and any other anticipated expenses.*

Crowe provides a detailed cost breakdown aligned with the project scope and client goals, covering consultancy fees, software licensing costs, and other anticipated expenses. Consultancy fees are based on skill levels, experience, and time requirements, categorized by project phases such as readiness assessments, strategy development, and implementation support. For software components, we assist in evaluating licensing costs and pricing models for cloud-based or on-premises solutions, so all expenses, including data storage and processing, are clearly outlined. Additional costs, such as travel, are estimated upfront and documented in engagement letters. Leveraging economies of scale and volume discounts, Crowe delivers tailored, cost-effective solutions while maintaining budgetary transparency.

- b. Offer flexible pricing structures, such as time and materials or fixed-price contracts, depending on the scope of work.*

Crowe demonstrates a strong commitment to offering flexible pricing structures for our AI services tailored to the specific needs of our clients within the public sector. Recognizing that project requirements can vary significantly, Crowe provides a time-and-materials model that can be scaled so that the pricing model aligns with the scope, complexity, and goals of each engagement. This adaptability is central to delivering cost-effective solutions that meet the unique demands of governmental entities. We have established estimated total cost ranges for our AI services based on the general size and complexity of the interested Member Organization. Crowe's time-and-materials approach is particularly beneficial for projects that require ongoing discovery or have evolving deliverables, allowing for dynamic allocation of resources and real-time responsiveness to client needs.

Furthermore, Crowe's transparent pricing methodology for AI services offered to the public sector as put forth in this RFP response aligns with the rate card and pricing model recently submitted to Sourcewell's comparable RFP for AI services. We wanted to make note of this in our response as we know TXShare is proud to partner with Sourcewell.

We are pleased to offer two tiers of discounts for larger engagements to demonstrate our commitment to adding value to our clients and to support scalability and affordability for organizations of varying sizes and capacities. By engaging collaboratively with clients during the scoping phase, Crowe develops customized pricing strategies that reflect the precise effort and resources required, reinforcing our commitment to tailored service delivery. This approach not only supports fiscal responsibility but also fosters trust and alignment with the client's financial and operational goals.

### 5.3.5 Data Strategy and Management

The consultant must ensure all AI solutions developed under this engagement align with best practices in data strategy and management to maintain the quality, governance, privacy, and security of data.

- a. Data Quality Controls:*

- 1. The consultant must implement measures to ensure the integrity and accuracy of data utilized in AI models.*
- 2. Establish data validation processes to identify and address inaccuracies or inconsistencies.*
- 3. Define data enrichment procedures to enhance dataset quality.*

Crowe applies a robust framework to maintain the integrity and accuracy of data used in AI models, employing advanced tools and methodologies to validate datasets and enhance reliability. Our process includes comprehensive data validation protocols to detect and address inaccuracies through automated checks and manual reviews, identifying anomalies for prompt resolution. Crowe collaborates with stakeholders to design data enrichment procedures, filling gaps, standardizing formats, and integrating external sources to improve dataset quality.

This proactive approach aligns data quality strategies with organizational goals, enabling AI models to support effective decision-making and deliver meaningful outcomes.

*b. Data Governance Framework:*

- 1. Outline a comprehensive governance strategy that includes policies for data ownership, usage rights, and data stewardship roles.*
- 2. The consultant should facilitate compliance with public sector regulations by providing clear governance documentation.*
- 3. Define processes for version control and data lineage tracking to maintain transparency in data handling.*

Crowe leverages extensive public sector expertise and industry frameworks such as DMBOK and DCAM to develop data governance strategies tailored to organizational needs. Our process begins with collaborating with stakeholders to define clear data ownership policies, usage rights, and stewardship roles, supporting accountability and alignment with organizational objectives. This foundation supports robust governance practices designed to meet public sector regulatory requirements and operational goals.

Crowe's data governance approach spans seven key areas: governance foundation, data strategy, data management, software and data engineering, project enablement, data portfolio management, and operations security. Each area is assessed for policies, practices, and tools to enhance data security, efficiency, and scalability. For example, we evaluate metadata management, data quality processes, and security measures such as encryption and access controls to create comprehensive frameworks for effective data handling.

The governance framework emphasizes transparency and compliance, supported by processes for metadata management, version control, and data lineage tracking to maintain a complete audit trail. Comprehensive documentation equips organizations to manage data effectively, while mechanisms for ongoing evaluation adapt practices to evolving regulations and technology. This approach helps governance structures remain robust and adaptable, enabling organizations to achieve long-term goals with integrity and compliance.

*c. Data Privacy Assurance:*

- 1. Ensure adherence to data privacy laws, including GDPR (if applicable) or relevant local legislation.*
- 2. Propose methodologies for anonymizing and protecting sensitive information throughout the AI model lifecycle.*
- 3. Create a protocol for obtaining and managing data consent where necessary.*

Crowe supports compliance with data privacy laws, including GDPR and local regulations, by integrating legal requirements into robust data governance frameworks with real-time auditing and accountability measures. To anonymize and protect sensitive information, we use advanced techniques such as pseudonymization, encryption, and differential privacy to safeguard data during processing, storage, and transfer. Crowe also develops user-centric protocols for obtaining and managing data consent, incorporating automated systems to track consent status and audit compliance. This comprehensive approach combines technical safeguards and rigorous compliance to uphold high standards of privacy, fostering trust among users and regulators.

*d. Data Security Protocols:*

- 1. Implement and recommend data security measures, including encryption, access controls, and risk assessment practices.*
- 2. Develop a response plan for data breaches or security incidents, specifying consultant responsibilities in these cases.*
- 3. Ensure secure data storage and backup practices are followed, protecting against data loss.*

Crowe employs a multi-layered approach to data security, implementing measures like encryption, role-based access controls, and regular risk assessments to mitigate vulnerabilities and safeguard information.

Comprehensive response plans address data breaches, outlining responsibilities and actionable steps for containment, investigation, and remediation while supporting root cause analysis to prevent recurrence. For secure storage and backup, Crowe advocates resilient infrastructure, such as cloud-based systems with redundancy, automated backups, and routine verifications. These strategies protect data integrity, support regulatory compliance, and enhance organizational confidence in AI-driven initiatives.

*e. Ongoing Data Strategy Evaluation:*

- 1. Include a plan for periodic evaluation and updates to the data strategy to adapt to new regulatory changes and technological advancements.*
- 2. Offer training or workshops for internal teams to manage and uphold the organization's data strategy post-consultation.*

Crowe integrates periodic evaluations into data strategies to address regulatory changes and technological advancements. This process includes monitoring legislative developments, aligning with best practices, and leveraging advancements in AI and data management to keep strategies current. To support each internal team post-consultation, Crowe offers tailored training and workshops on data governance, compliance, and tool management. These efforts equip organizations to independently manage and enhance their data strategies, fostering adaptability, resilience, and long-term efficiency.

### **5.3.6 Ethical AI Requirements**

The consultant must ensure that all AI solutions adhere to the organization's ethical principles, promoting fairness, transparency, accountability, and proactive bias mitigation.

*a. Ethical Framework Alignment:*

- 1. The consultant must outline how proposed AI solutions align with industry-standard ethical guidelines and the organization's specific principles.*

Crowe aligns AI solutions with industry-standard ethical guidelines, such as those from OECD, NIST, and ISO, while tailoring frameworks to reflect an organization's specific principles. Our approach emphasizes transparency, fairness, and accountability, incorporating robust governance structures, proactive bias mitigation techniques, and data validation processes to promote equity and inclusivity. Transparent documentation details decision-making processes, data sources, and algorithms, enabling stakeholder trust and understanding. Regular impact assessments and audits verify alignment with ethical standards and adapt solutions to evolving challenges. By providing training and accountability tools, Crowe supports sustainable, ethical AI operations that uphold public trust and deliver measurable value.

- 2. Define the consultant's approach to integrating fairness and inclusiveness into AI development to avoid discrimination or biased outputs.*

Crowe integrates fairness and inclusiveness into AI development by adhering to ethical principles, reducing bias in training data and algorithms through rigorous testing and evaluation. Governance frameworks tailored to public sector needs promote compliance and equitable outcomes. Collaborating with stakeholders, Crowe designs systems that prioritize fairness and align with organizational goals. Continuous monitoring, audits, and corrective measures address biases, while comprehensive training fosters a culture of accountability and inclusivity. This approach enables public sector entities to deploy AI responsibly, avoiding discriminatory outcomes and supporting ethical practices.

*b. Bias Detection and Mitigation:*

- 1. Establish methods for identifying and reducing bias in training data and algorithms.*

Crowe employs a comprehensive approach to identifying and mitigating bias in AI training data and algorithms, combining technical methodologies with ethical rigor. Data readiness assessments address gaps, outliers, and imbalances, using techniques like oversampling, augmentation, and transformation to improve representativeness. Fairness testing and bias detection tools evaluate algorithmic outputs against equity benchmarks, while governance frameworks embed ethical principles throughout the AI lifecycle.

Crowe integrates re-weighting algorithms, adversarial debiasing, and diverse stakeholder engagement to minimize unintended outcomes. Post-deployment monitoring and ethical impact assessments maintain fairness and accountability, aligning AI solutions with organizational values and societal expectations.

2. *Propose ongoing monitoring techniques to track bias throughout the deployment and operation of the AI system.*

Crowe integrates bias monitoring into the AI governance framework, combining automated checks, fairness-aware machine learning techniques, and data quality audits to identify and address biases throughout an AI system's lifecycle. Automated tools continuously review input data, algorithm performance, and decision outputs, with feedback loops recalibrating models dynamically to maintain fairness under evolving conditions. Periodic independent reviews, supported by internal audits and third-party evaluations, reinforce compliance with ethical standards. Stakeholder engagement through workshops and feedback sessions aligns AI development with societal values, fostering transparency, inclusivity, and public trust.

c. *Transparency Protocols:*

1. *Ensure AI models are understandable, with details on how decisions are made available to relevant stakeholders.*

Crowe promotes transparency in AI by integrating clear documentation and explainable methodologies throughout the AI lifecycle. Detailed records of data sources, algorithms, and decision pathways are provided to help stakeholders understand model operations. Explainable AI techniques, such as feature attribution methods, visually demonstrate factors influencing outcomes, making complex mechanisms accessible. Tailored training and workshops empower internal teams to communicate AI processes effectively, fostering accountability, stakeholder trust, and public confidence in AI applications.

2. *Include a documentation process that provides insight into data sources, decision logic, and model outputs.*

Crowe's documentation process provides clear insights into data sources, decision logic, and model outputs to uphold transparency in AI solutions. Data sources are detailed with records of provenance, quality, and transformation steps. Decision logic is explained through algorithmic workflows, plain-language descriptions, and ethical considerations to make processes accessible to stakeholders. Model outputs are cataloged with performance metrics, validation results, and testing reports, allowing users to evaluate accuracy and reliability. This approach fosters trust, accountability, and alignment with public sector standards for ethical AI deployment.

d. *Accountability Measures:*

1. *Define accountability measures for AI development and use, including tracking actions, decisions, and changes to the model.*

Crowe's accountability framework emphasizes transparency, traceability, and oversight throughout the AI lifecycle. Detailed logs track model training, data processing, and algorithm updates, documenting actions and decisions for stakeholder review. Periodic evaluations and audits assess ethical compliance and societal impact, while assigned accountability roles oversee governance and address concerns. Explainability tools provide stakeholders with clear insights into AI decision-making, fostering trust and well-documented changes. This approach reinforces the integrity and value of AI systems as tools for responsible public sector innovation.

2. *Propose mechanisms for auditing AI solutions to ensure continued compliance with ethical standards.*

Crowe employs robust auditing mechanisms to uphold ethical standards and compliance throughout the AI lifecycle. Regular program reviews and independent audits assess AI systems against ethical criteria, regulatory requirements like GDPR, and industry-specific standards. These audits generate detailed reports with actionable insights to address gaps or risks.

Automated monitoring tools enhance real-time assessments, while continuous improvement cycles incorporate findings into updated governance policies. Crowe also offers training and workshops to build organizational capacity for sustaining ethical AI governance, fostering accountability and public trust in AI solutions.

*e. Impact Assessments:*

- 1. Include plans for conducting regular ethical impact assessments to evaluate potential societal, cultural, and operational impacts.*

Crowe conducts regular ethical impact assessments to evaluate societal, cultural, and operational implications throughout the AI lifecycle. Using a structured framework, we identify and assess potential risks, engaging stakeholders early to understand challenges and opportunities. Baseline assessments and continuous monitoring address algorithmic biases, data transparency, and fairness to maintain equitable and inclusive outcomes. Governance measures, including decision traceability and detailed documentation, support audits and accountability. Post-implementation reviews focus on societal effects, operational results, and iterative improvements, enabling organizations to responsibly deploy AI and foster trust.

- 2. Provide a framework for addressing findings from these assessments with corrective actions when needed.*

Crowe's framework for addressing impact assessment findings begins with analyzing outcomes to identify gaps or risks and collaborating with stakeholders to prioritize actions. A targeted remediation roadmap outlines roles, responsibilities, timelines, and resources, incorporating feedback mechanisms for adaptability during implementation. Monitoring systems track corrective measures' effectiveness, with regular progress reports to stakeholders. By emphasizing transparency and continuous improvement, Crowe's approach addresses immediate concerns while promoting ethical AI operations aligned with organizational objectives.

## 5.4 Deliverables

Deliverables include, but are not limited to, the following:

*a. Initial AI Strategy Report.*

Crowe will deliver a comprehensive Initial AI Strategy Report tailored to the organization's unique challenges and objectives. Based on a thorough needs assessment, the report will evaluate governance frameworks, data readiness, operational processes, and cultural factors. It will outline a phased AI strategy aligned with organizational goals, prioritizing use cases by impact and feasibility, incorporating ethical considerations, and providing risk-benefit analyses. The report will include a detailed roadmap with timelines, milestones, resource allocation, and anticipated costs, offering practical steps for sustainable AI adoption. Designed for adaptability, the report equips the organization to leverage AI effectively while addressing future technological advancements.

*b. Feasibility Study with AI Use Case Recommendations, including a detailed data strategy component.*

Crowe delivers a comprehensive Feasibility Study with AI Use Case Recommendations, integrating strategy, data governance, and compliance. The study begins with an in-depth analysis of organizational processes, objectives, and challenges to identify and prioritize AI opportunities aligned with operational goals. Each use case is evaluated for technical, operational, and financial feasibility, incorporating risk-benefit analysis and compliance with relevant regulations. A robust data strategy underpins recommendations, addressing data quality, governance, and ethical usage, with actionable steps for data enrichment and alignment with AI models. The study includes detailed cost analyses and a phased roadmap, outlining roles, responsibilities, and milestones for implementation. This approach provides a clear path for AI adoption while aligning with public sector values and standards.

*c. 5-Year AI Roadmap alongside a detailed AI Implementation Plan.*

Crowe's 5-Year AI Roadmap and AI Implementation Plan provide a strategic and operational framework tailored to public sector needs. The roadmap outlines key milestones, resource requirements, governance structures, and timelines to align AI initiatives with organizational goals, beginning with an AI Readiness Assessment to evaluate current capabilities and prioritize actionable steps. The implementation plan translates strategy into execution, detailing methodologies for AI design, development, pilot testing, and scaling. It incorporates governance frameworks, resource allocation, KPIs, and a robust data strategy addressing privacy, security, and ongoing quality controls. Crowe also integrates change management strategies, offering targeted training to foster staff competencies and innovation. Post-implementation, performance monitoring and roadmap updates support adaptability to technological advancements and evolving regulations, empowering the organization to achieve sustainable, impactful AI adoption.

*d. Pilot Implementation Plan.*

Crowe's pilot implementation plan leverages structured methodologies and stakeholder collaboration to align AI initiatives with organizational goals. The process begins with a needs assessment and defines objectives, scope, and success criteria tailored to specific use cases. Controlled, real-world testing evaluates AI solutions on a manageable scale, integrating governance frameworks and compliance standards for public sector requirements like data privacy and ethical AI usage. Crowe provides training, gathers continuous feedback, and offers iterative adjustments to refine the pilot. A final evaluation against metrics such as accuracy, efficiency, and user satisfaction will inform recommendations for scaling and deployment, delivering actionable and adaptable solutions.

*e. Staff training Sessions and Knowledge Transfer Plan and Materials.*

Crowe's approach to staff training and knowledge transfer combines tailored sessions and high-quality materials to support AI adoption and long-term operational independence. Training begins with an assessment of current staff capabilities, delivering hands-on workshops, interactive modules, and real-world scenarios to build practical skills. Topics include ethical AI principles, data governance, and integration strategies, fostering innovation and adaptability. A detailed knowledge transfer plan includes user manuals, quick-reference guides, and a mentoring program to develop "AI champions" who sustain institutional knowledge. This comprehensive strategy empowers staff to effectively manage and scale AI capabilities while aligning with organizational goals.

*f. Detailed documentation on ethical AI guidelines and measures incorporated.*

Crowe develops comprehensive documentation on ethical AI guidelines, focusing on transparency, fairness, and accountability. This includes principles of ethical AI use aligned with public sector values and regulatory requirements, along with measures to mitigate risks such as algorithmic bias, data privacy concerns, and transparency challenges. The documentation outlines fairness audits, accountability mechanisms, and processes for regular impact assessments to evaluate societal and operational outcomes. It also includes response protocols for ethical breaches and training modules to equip staff with tools to sustain ethical practices. This approach fosters public trust and aligns AI deployment with organizational goals.

*g. Final Project Report, including project evaluation, outcomes, and recommendations for further AI integration.*

Crowe's Final Project Report will evaluate project outcomes, assess impacts, and provide recommendations for further AI integration. It will synthesize qualitative and quantitative insights, assessing the achievement of objectives using key performance indicators and stakeholder feedback. The report will offer data-driven recommendations for scaling AI, fostering cross-functional integrations, and enhancing governance frameworks to maintain ethical and secure practices. Additionally, it will identify areas for further investment and operational improvements. Drawing on public sector expertise, Crowe's report will align with compliance standards and provide a roadmap for advancing the organization's AI strategy while fostering innovation and continuous improvement.

## 6. Pricing

Our goal in setting fees is simple – to provide long-term, cost-effective pricing for our clients. We are confident that we can work together to achieve an optimized plan for AI consultancy services. We are happy to offer a 10% discount from our standard pricing to NCTCOG’s Member Organizations for AI services.

Additionally, we highly value long-term relationships and so are pleased to offer an additional tiered discount model to recognize cumulative services across multiple projects. An additional 5% discount is applied once the total value of services with a Member Organization under this agreement exceeds \$500,000, bringing the total discount on services from that point forward to 15%. This additional discount increases by another 5% when services exceed \$1 million, bringing the total discount on services from that point forward to 20%. This structure allows NCTCOG Members to benefit from increasingly competitive pricing as our partnership grows, reflecting our commitment to providing greater value and expanded services over time.

One additional note on pricing – we have aligned this pricing model with what Crowe submitted to Sourcewell in response to their similar RFP for AI consulting services. As of early January 2025, Sourcewell has informed all bidders they will need up to 90 additional days to deliberate submissions so we do not yet know if we will be a selected vendor, but we wanted to disclose this to NCTCOG given your existing partnership with Sourcewell.

### Pricing Summary

Job Title	Short Description	Long Description	10% Discounted Hourly Rate
AI Consultant	Supports AI readiness, data analysis, and model development.	Works with clients to assess AI readiness, perform data analysis, and implement AI solutions. Supports the development and execution of AI models and strategies under the guidance of senior staff.	\$202.50
AI Senior Consultant	Leads AI projects, delivers strategic insights.	Leads AI projects and engagements, providing deep expertise in AI strategy, machine learning, and data science. Aligns AI solutions with client business objectives and delivers insights to drive decisions.	\$270.00
AI Manager	Manages AI teams and project execution.	Manages AI teams and oversees the implementation of AI solutions across client projects. Responsible for planning, coordination, and execution of AI strategies, while managing stakeholder relationships.	\$315.00

Job Title	Short Description	Long Description	10% Discounted Hourly Rate
AI Senior Manager	Oversees complex AI initiatives and client relationships.	Leads larger and more complex AI initiatives. Oversees multiple AI projects, supporting alignment with overall business strategies and responsible for client relationship management.	\$432.00
AI Director	Oversees complex AI initiatives and client relationships and assists with leading the AI practice.	Leads largest and most more complex AI initiatives. Also has responsibilities for driving the AI practice within the firm.	\$472.50
AI Partner	Leads AI practice, focuses on business development and major projects.	A senior-level executive responsible for driving the AI practice within the firm. Focuses on business development, client management, and overseeing the most critical AI projects and engagements.	\$495.00

We are committed to working with you to make sure the scope of our proposal is appropriate. While we experience cost increases throughout our relationships with our clients, we make every effort to structure an engagement fee arrangement which will meet your needs while providing us with sufficient resources to perform the expected work.

### Project Dependencies

1. The hourly rates above include a 10% discount from our standard hourly rates.
2. We will not surprise you with additional fees that have not been agreed to by all parties in advance. If a question results in significant research or additional work or if we are requested to perform a consulting project, such effort is billed separately. We will provide you with an estimate of fees for such services and obtain management approval before proceeding.
3. For each project, Client will appoint a Project Manager to coordinate and oversee Crowe’s work, including identifying stakeholder availability for meetings, arranging meeting logistics, and overseeing client-related completion of assigned activities per the project schedule.
4. Crowe reports directly to the client (Member Organization) and not to any other third-party vendor.
5. The Client Project Manager will facilitate internal deliverable reviews and provide consolidated feedback to Crowe within 5 business days, unless otherwise noted in the Proposal.
6. Client will make data, documentation, and subject matter experts available to our team as needed to complete project activities. Client executives and staff will be available to assist in this effort, including by participating in meetings, surveys, information requests, and other appropriate points of engagement to successfully achieve the objectives of the project.
7. We can perform work in a mix of virtual and onsite environments. We can adjust this approach per Client’s preference at any time and estimate travel expenses in advance if requested.
8. Each phase of the project will require formal deliverable signoff to indicate Client acceptance. The subsequent phase of work will begin after prior phase signoff is complete and signed off.

9. Client agrees to make all management decisions, including determining which, if any, recommendations to implement.
10. We will prepare monthly invoices for progress toward deliverables, and we ask clients to pay invoices via check, ACH, or wire transfer. P-card and Credit Card (Visa, MasterCard, American Express, and Discover) are also accepted for amounts of \$10,000 USD or less and if invoices are paid within 45 days.
11. No significant changes in regulatory or client expectations or actions are expected. Should significant change occur, Crowe will assess the impact on our services and fees. All fee adjustments will require approval by all parties in advance.
12. Client will not send any sensitive information to Crowe via unencrypted solutions. Client will notify Crowe of any information sent that is deemed to be confidential and it will be clearly marked as such.
13. Crowe's deliverables are intended for Client (Member) personnel only.
14. Crowe consultants will have access to all necessary systems, resources, and personnel for the duration of the engagement.
15. Crowe may also utilize third-party providers used in the ordinary course of Crowe's business operations, including without limitation, providers such as Microsoft, Rackspace, Crowe Horwath IT Services LLP (a subsidiary owned and controlled by Crowe), information security providers, and other ordinary-course third-party providers.

## Fees for Additional Services

- Professional fees for special projects outside of the agreed-upon scope will be determined based on project factors, such as type of project, subject matter experience required, scope, and resource requirements. Prior to commencing additional services, we will obtain your approval and agreement on the scoping and pricing.
- If Crowe is requested by Client, any third-party, or any other person or entity, by subpoena, investigation, other legal process, or other request to produce documents or testimony pertaining to Client or the Services, and Crowe is not named as a party in the proceeding, Client will pay Crowe for its professional time, plus out of pocket expenses, costs, and fees, as well as reasonable attorney fees, incurred in responding to such request.

## 7. HUB Bonus

***5 additional points will be awarded upon submission of proof of certification as a Historically Underutilized Business (HUB), Minority, Women-Owned or Disadvantaged Business Enterprise.***

Crowe does not qualify for the HUB Bonus.

## 8. Required Attachments

We have provided the Required Attachments on the following pages:

- Cover Sheet (*provided in section 1*)
- Attachment I: Instructions for Proposals Compliance and Submittal
- Attachment II: Certification of Offeror
- Attachment III: Certification Regarding Debarment
- Attachment IV: Restrictions on Lobbying
- Attachment V: Drug-Free Workplace Certification
- Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- Attachment VII: Certification of Fair Business Practices
- Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- Attachment IX: Historically Underutilized Businesses
- Attachment X: Federal and State of Texas Required Procurement Provisions
- Exhibit 1: Service Designation Areas

*Due to varying file types, these pages will not be reflected on our Table of Contents.*

# 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 gm #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

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

**COVER SHEET**

## REQUIRED ATTACHMENT CHECKLIST

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

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

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

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

**Compliance with the Solicitation**

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

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

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

**Acknowledgment of Insurance Requirements**

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

Name of Organization/Contractor(s):

\_\_\_\_\_

Signature of Authorized Representative:

\_\_\_\_\_

Date: \_\_\_\_\_

**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: \_\_\_\_\_

**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.

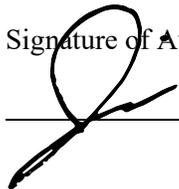
Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

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Signature of Authorized Representative:

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Date: \_\_\_\_\_

## 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):

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Signature of Authorized Representative:



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Date: \_\_\_\_\_

**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: \_\_\_\_\_

**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.

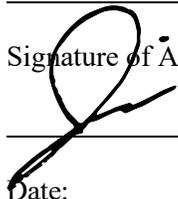
No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

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.

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

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

\_\_\_\_\_  
Name of Officer

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

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

Yes       No

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

Yes       No

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

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

**7** \_\_\_\_\_  
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.

**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):

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Signature of Authorized Representative:

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Date: \_\_\_\_\_

A handwritten signature in black ink, consisting of a large loop followed by a few strokes, positioned over the signature line.

**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: \_\_\_\_\_

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

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

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

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

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

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

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

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

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

\_\_\_\_\_  
Vendor Name

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Date

Not applicable.

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

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

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

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

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

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

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

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.

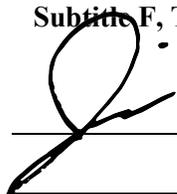
**The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

**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.

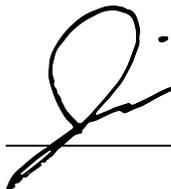
TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that "boycott energy company" means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial 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:

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NAME OF COMPANY:

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DATE:

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**-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:

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NAME OF COMPANY:

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DATE:

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**EXHIBIT 1: SERVICE DESIGNATION AREAS**

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

(Exhibit 1 continued on next page)

<b>Nationwide Service Area Designation or Identification Form</b>			
<b>Proposing Firm Name:</b>			
<b>Notes:</b>	<b>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</b>		
	Will service all fifty (50) states	Will not service fifty (50) states	
	<p><b>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</b></p> <p><b>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or City in a State, then indicate as such in the appropriate column box.</b></p>		
<b>Item</b>	<b>State</b>	<b>Region/MSA/City (write "ALL" if proposing to service entire state)</b>	<b>Designated as a Service Area</b>
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



## Attachment A: Resumes

Team member resumes have been provided under separate cover as supplemental information.