



GREATER ORLANDO AVIATION AUTHORITY

REQUEST FOR RESPONSE (RFP)

PROFESSIONAL SERVICES

24-101-RFP

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

PRE- PROPOSAL CONFERENCE: August 28, 2023, at 10:00 a.m.

Respondents may attend in person or via Microsoft Teams Meeting.

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 251 851 269 83 Passcode: joztmk

[Download Teams](#) | [Join on the web](#)

PRE-PROPOSAL LOCATION: **GOAA Annex Building**
Purchasing Department,
Conference Room “Thor” – 2nd Floor
5855 Cargo Road
Orlando, FL 32827- 4399

DEADLINE FOR QUESTIONS **September 1, 2023, 5:00 p.m. EST**

SOLICITATION SUBMISSION DUE DATE: **September 13, 2023, 11:00 a.m. EST**

Sealed Electronic offers will be accepted up to **11:00 AM (local time), Wednesday, September 13, 2023**, via the electronic procurement portal referenced above. Opening will be held via Microsoft Teams:

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 258 855 899 864 Passcode: FpPnpL

[Download Teams](#) | [Join on the web](#)

Exhibit 1 FORM OF PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT, made and entered into as of the 4th day of June, 2024, by and between the **GREATER ORLANDO AVIATION AUTHORITY**, a public and governmental body existing under and by virtue of the laws of the State of Florida (the "Aviation Authority"), with a business address at **Orlando International Airport, One Jeff Fuqua Boulevard, Orlando, Florida 32827-4399**, and **BARICH, INC.**, (the "Consultant"), with a business address at **#283, 24200 SW Fwy Ste 402, Rosenberg, TX 77471**, (Aviation Authority and Consultant sometimes collectively referred to herein as the "Parties").

WITNESSETH:

WHEREAS, the Aviation Authority desires to employ the services of Consultant (hereinafter includes "Consultant") to provide professional and related services required in connection with at Orlando International Airport and Orlando Executive Airport (the "Airports"); and

WHEREAS, Consultant is qualified, willing and able to perform the professional services required on the terms and conditions hereinafter set forth; and

NOW, THEREFORE, in consideration of the premises and the mutual covenants herein contained, the parties hereto do hereby agree as follows:

1. Services to be Provided by Consultant.

- 1.1 Scope of Services.** Consultant hereby agrees to perform for the Aviation Authority services and work product set forth on the scope of services attached hereto as ***Exhibit "A"*** and incorporated herein by reference (the "Services"). The Services may be modified or increased from time to time by written addendum to this Agreement signed by both parties; provided, however, the Aviation Authority shall have the right, by written notice to Consultant, to unilaterally reduce the scope of Services to be rendered hereunder.
- 1.2 Personnel.** Consultant agrees to retain the necessary qualified personnel acceptable to the Aviation Authority to perform all Services for Aviation Authority pursuant to this Agreement. Consultant further agrees to promptly remove any personnel from performing Services as the Aviation Authority shall request in writing (which request may be made by the Aviation Authority with or without cause), and to promptly replace such personnel with other of Consultant's personnel of comparable experience reasonably acceptable to the Aviation Authority. Consultant agrees to include a similar provision in its agreements with any and all Subconsultants.
- 1.3 Subconsultants.** Consultant shall perform all of its obligations and functions under this Agreement by means of its own employees or by a duly qualified subconsultant approved in writing by the Aviation Authority in advance ("Subconsultant"); provided,

however, no Subconsultant shall perform any of the Consultant obligations under this Agreement unless the Aviation Authority approves the Subconsultant in advance in writing. In the event any Subconsultant is employed, the Consultant shall continuously monitor the Subconsultant's performance, and shall remain fully responsible to ensure that the Subconsultant performs Services as required in accordance with this Agreement. The Aviation Authority shall have no obligation to pay for any unsatisfactory performance of Subconsultant nor to reimburse Consultant for Services rendered by Subconsultant in connection with Consultant's performance of Services unless the Aviation Authority has given prior written approval of the compensation to be paid Subconsultant by the Consultant. The Aviation Authority may require that invoices for all work (including invoices submitted to the Consultant for work performed by Subconsultant) shall be submitted to the Aviation Authority by the Consultant and the Aviation Authority shall pay all compensation to the Consultant, or the Authority shall have the right, but not the obligation, to pay a specific amount directly to any Subconsultant. Consultant agrees to pay such Subconsultant for their Services within fifteen (15) days after Consultant's receipt of payments from the Aviation Authority for accepted work performed by Subconsultant. It shall be the sole responsibility of the Consultant to deal with Subconsultant with respect to the collecting and submission of invoices and the payment of compensation. Payment of compensation by the Aviation Authority to the Consultant for work performed by Subconsultant shall relieve the Aviation Authority of all future liability to the Subconsultant and shall thereafter preclude the Subconsultant from bringing any claim against the Aviation Authority. Consultant agrees to include any relevant requirement, including but not limited to, insurance and indemnity requirements set forth herein in agreements with all Subconsultant for performing any Services.

- 1.4 Consultant's Reasonable Efforts and Standards of Performance.** Consultant agrees to use its reasonable efforts to perform and/or to cause Subconsultant to perform all Services in accordance with such reasonable time requirements and reasonable written instructions, as may be requested or provided by the Aviation Authority, and Consultant agrees to perform and/or cause Subconsultant to perform all Services in accordance with applicable professional standards, and in accordance with the conditions contained in this Agreement.
- 1.5 Consultant's Liability.** Consultant shall be and remain liable in accordance with applicable law for all damages to the Aviation Authority caused by the improper acts or omissions of Consultant or by any Subconsultant in performing any Services to the extent determined by a court of competent jurisdiction, not subject to further appeal. All provisions of this Agreement specifying Consultant's obligation and duties in performing Services shall apply equally to Subconsultant performing Services.
- 1.6 Consultant's Obligation to Correct Errors or Omissions.** Consultant agrees to be responsible for the quality, technical adequacy, and accuracy, of all Services furnished by Consultant or any Subconsultant, in accordance with its specific obligations hereunder. Consultant shall, without additional cost or expense to the Aviation Authority, correct or revise any errors, omissions, or other deficiencies in the Services performed by Consultant or Subconsultant, resulting from improper acts or omissions of Consultant or Subconsultant to the extent determined by a court of competent jurisdiction, not subject to further appeal.

- 1.7 Consultant's Compliance with Laws and Regulation.** Consultant and its employees shall promptly observe and comply with then applicable provisions of all Federal, State and local laws, rules and regulations which govern or apply to the Services rendered by Consultant hereunder, or to the wages paid by Consultant to its employees. Consultant shall require all of its Subconsultants to comply with the provisions of this section.
- 1.8 Consultant Is Not the Aviation Authority's Agent.** Consultant is, and at all times shall be deemed to be, an independent contractor and shall be wholly responsible for the manner in which it performs the services required of the Consultant by the terms of this Agreement. The Consultant shall be liable for any of its acts, and the acts of its Subconsultants, and respective agents or employees, and nothing contained herein shall be construed as creating the relationship of employer and employee, nor principal and agent, between the Aviation Authority and the Consultant or any Subconsultant. Neither Consultant nor any Subconsultant is authorized to act as the Aviation Authority's agent hereunder nor to have the Aviation Authority, express or implied, to act for or bind the Aviation Authority.

2. Compensation.

- 2.1 Compensation.** For the Services rendered by Consultant, compensation to Consultant will not exceed and will be in accordance with the schedule of rates, fees and charges set forth on **Exhibit "B"** attached hereto and incorporated herein.
- 2.2 Reimbursable Expenses.** . The annual compensation includes all expenses to be incurred by Consultant as contemplated on the Effective Date of this Agreement. In the event that requirements for extraordinary travel arise then Consultant shall submit a request in writing in advance of the travel date(s) to the Chief Executive Officer, which request shall be handled in accordance with all applicable laws and section 430.02 of the Aviation Authority's Policies and Procedures Manual ("Travel Policy") as amended from time to time; however, such amount for international travel requires prior express written approval of the Aviation Authority.
- 2.3 Statements.** The Consultant shall submit statements to the Aviation Authority for all Services rendered hereunder. The statements shall include detailed information pertaining to any fees received or expected to be received by the Consultant or an affiliate of the Consultant during the same period covered by the statements in connection with or arising from Services performed by the Consultant for the Aviation Authority. Statements shall be in a form and with detail satisfactory to the Aviation Authority, shall include the nature and amount of each fee, separated and identified as reasonably requested by the Aviation Authority. The making of any willfully false statement by the Consultant in a billing statement shall be grounds for the termination of this Agreement by Aviation Authority.
- 2.4 Maintenance of Records.** Consultant shall maintain complete and accurate records relating to Services rendered pursuant to this Agreement. Cost records shall be kept in accordance with generally accepted accounting principles and practices consistently applied and in Consultant's customary form and scope. Records and

invoices for Services shall include all of the information required in order to determine Consultant's Services performed hereunder, and shall identify the Services rendered in a manner reasonably acceptable to the Aviation Authority.

- 2.5 Records Availability.** All of the Consultant's records directly relating to Services shall, upon reasonable notice by the Aviation Authority, be made available to the Aviation Authority or its representative's at all reasonable times, to review, inspect, audit or copy Consultant's records. If any such audit establishes that Consultant has overstated service fees, the amount of any overcharge paid by Aviation Authority as a result of an overstatement shall forthwith be refunded by Consultant to the Aviation Authority with interest thereon, if any, at the prime rate as from time to time published by *The Wall Street Journal* on any overstated amount accrued from forty-five (45) days after the Aviation Authority's notice to Consultant of overstatement.
- 2.6 Adjustment to Fees.** Consultant represents and warrants that all billable fees furnished by Consultant to the Aviation Authority shall be accurate, complete, and current as of the date of this Agreement and as of the date of any addendum hereto.

3. Term and Termination.

- 3.1 Term.** This Agreement shall become effective upon its execution by the Aviation Authority and shall continue in effect for the estimated period of five (5) years unless terminated earlier as provided for herein or extended by an Amendment hereto executed by both Parties. The Agreement between the successful Respondent and the Aviation Authority will be non-exclusive.
- 3.2 Termination on Default.** This Agreement may be terminated in whole or in part in writing by either party in the event of the failure or refusal of the other party to perform or do any obligation herein required of that party within five (5) days after written notice from the non-defaulting party. Liability arising from improper acts or omissions and any indemnity obligations shall survive the termination of this Agreement.
- 3.3 Termination without Default.** The Aviation Authority may terminate this Agreement for any reason or no reason upon not less than thirty (30) calendar days written notice of intent to terminate.
- 3.4 Effect of Termination.** For any termination, Consultant shall have no entitlement to recover anticipated profit for Services or other work not performed; provided, however, the Aviation Authority shall pay Consultant for Services performed up to the date of termination, as determined in the discretion of the Aviation Authority.
- 3.5 Notice of Intent to Terminate.** Upon receipt of notice of intent to terminate from the Aviation Authority pursuant to sections 3.2 or 3.3 above, or upon Consultant's giving of notice of intent to terminate pursuant to section 3.2 above, Consultant shall: (1) promptly discontinue all Services affected (unless the Aviation Authority directs otherwise); and (2) deliver or otherwise make available to the Aviation Authority all data, calculations, estimates, graphics, documents, photographs, reports, memoranda, other documents and instruments, and such other information and materials as may have been produced as original deliverables by Consultant or by

Subconsultants in performing services under this Agreement, whether completed or in process.

- 3.6 The Aviation Authority's Right to Complete Terminated Services.** Upon termination pursuant to sections 3.2 or 3.3 above, the Aviation Authority may take over the Services and perform the Services to completion by agreement with another party or otherwise. In doing so, the Aviation Authority shall not waive any rights it may have to pursue any and all rights it may have against Consultant arising out of Consultant's performance hereunder.

4. Warranties and Representations of Consultant.

- 4.1 State Code of Ethics.** Consultant represents that it is familiar with the terms and conditions of Section 112.313, Florida Statutes, and Consultant further represents and warrants unto the Aviation Authority that to the best of its knowledge and good faith belief no director, officer, employee or agent of the Aviation Authority or the City of Orlando, Florida (the "City") has any interest, either directly or indirectly, in the business of Consultant to be conducted under this Agreement or the proceeds thereof. Consultant further represents and warrants to the Aviation Authority that it has not employed or retained any company or person, other than a bona fide employee working wholly for Consultant, to solicit or secure this Agreement, that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of this Agreement, and that it has not agreed, as an express or implied condition for obtaining this Agreement, to employ or retain the Services of any firm or person in connection with carrying out this Agreement.

- 4.2 Public Entity Crimes/Debarment.** Consultant represents that it is familiar with the terms and conditions of Section 287.133, Florida Statutes, and Consultant further represents and warrants unto the Aviation Authority that to the best of its knowledge and good faith belief that neither Consultant nor any affiliate of Consultant has ever been convicted of a public entity crime. Consultant acknowledges receipt of the following notice:

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of \$25,000 for a period of 36 months from the date of being placed on the convicted vendor list. Further, any entity or individual placed on the Aviation Authority's Debarment List pursuant to the Aviation Authority Policy, Section 130.04, may not submit a response to any letter of intent, letter of interest, statement of qualifications, quote, Response or bid as a contractor, supplier, subcontractor, consultant or individual, of any tier, for any goods or services or contracts and may not provide any goods or services to the Aviation Authority, on behalf of the Aviation Authority, or on the Aviation Authority's property,

regardless of whether there is a contractual relationship with the Aviation Authority. The Aviation Authority will disqualify any submission, bid or Response that includes a person or entity on the Debarment List. You may request a copy of the Aviation Authority's Debarment List for your review at the following email: debarmentlist@goaa.org.

- 4.3 Public Records; Open Meetings.** The Consultant has been advised that the Aviation Authority, and its activities, are subject to (i) the Public Records Law, Chapter 119, Florida Statutes, which imposes broad disclosure requirements upon documents of the Aviation Authority with regard to documents deemed to be public records, and (ii) the Government-in-the-Sunshine-Law, Section 286.011, Florida Statutes, which requires, with limited exceptions, the Aviation Authority to conduct business in open meetings. Consultant will cooperate with Aviation Authority to observe and comply with the requirements of said laws in performing the Services. The Consultant agrees that it will comply with all Aviation Authority policies and procedures in observing the requirements of said laws.
- 4.4 Duty to the Aviation Authority.** The Consultant will represent the Aviation Authority to the best of the Consultant's ability with respect to the performance of the Services, including without limitation in making recommendations to the Aviation Authority and will not make recommendations or otherwise perform Services based on criteria or factors other than the best interests of the Aviation Authority.
- 4.5 Conflict of interest.** The Consultant shall comply at all times with the affirmative statement provided with its Response that during the period of this Agreement, the Consultant and its team members are not currently involved with any active agreement with any Aviation Authority's Specialty or developer that would be in conflict with the Aviation Authority, and agree not to enter in to any such agreement during the duration of this Agreement.
- 4.6 Conflict of Interest After Performance.** The Consultant shall be prohibited from actively recruiting or soliciting the Aviation Authority employees during the Consultant's performance of services and for 180 days after the conclusion of services.
- 4.7 Consultant to Comply.** The Consultant shall comply at all times with the certifications, affirmative statements and other representations made by the Consultant in the Response in connection with this Agreement, unless waived in writing by the Aviation Authority; which certifying affirmative statements and other representations are incorporated herein by this reference.

5. Member Protection: Waiver.

No recourse under or upon any obligation, covenant or agreement contained in this Agreement, or any other agreements or documents pertaining to the Services of Consultant or any Subconsultant hereunder, as such may from time to time be altered or amended in accordance with the provisions hereof, or under any judgment obtained against the Aviation Authority or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any statute or otherwise, under or

independent of this Agreement, shall be had against any member, officer, employee, or agent, as such, past, present or future, of the Aviation Authority either directly or through the Aviation Authority or otherwise, for any claims arising out of this Agreement of the Services rendered pursuant to it, or for any sum that may be due and unpaid by the Aviation Authority. Any and all personal liability of every nature, whether at common law or in equity, or by statute or by constitution or otherwise, of any Aviation Authority member, officer, employee or agent as such, to respond by reason of any act of omission on his or her part or otherwise for any claim arising out of this Agreement or the Services rendered pursuant to it, or for the payment for or to the Aviation Authority, or any receiver therefor or otherwise, of any sum that may remain due and unpaid by the Aviation Authority, is hereby expressly waived and released as a condition of and as consideration for the execution of this Agreement.

6. Indemnification.

The Consultant shall indemnify, defend and hold completely harmless the Aviation Authority and the City, and the members (including, without limitation, members of the Aviation Authority's Board and the City's Council, and members of the citizens advisory committees of each), officers, employees and agents of each from and against any and all liabilities (including statutory liability and liability under Workers' Compensation laws), losses, suits, claims, demands, judgments, fines, damages, costs and expenses (including all costs for investigation and defense thereof, including, but not limited to court costs, paralegal and expert fees and reasonable attorneys' fees) which may be incurred by, charged to or recovered from any of the foregoing (i) the breach of this Agreement by the Consultant, (ii) by reason or on account of damage to or destruction of any property of the Aviation Authority or the City, or any property of, injury to or death of any person resulting from or arising out of or in connection with Consultant's performance of services under this Agreement, or (iii) the wrongful acts or omissions or willful misconduct of the Consultant's officers, agents, employees, Sub-Consultants, licensees or invitees, regardless of where the damage, destruction, injury or death occurred. The Aviation Authority agrees to give the Consultant reasonable notice of any suit or claim for which indemnification will be sought hereunder, to allow the Consultant or its insurer to compromise and defend the same to the extent of its interests, and to reasonably cooperate with the defense of any such suit or claim. The indemnification provisions of this Section shall survive the expiration or earlier termination of this Agreement.

7. Insurance.

At its sole expense, the Consultant shall maintain the following insurance during the term of this Agreement, including any extensions or renewals and such insurance will apply to Consultant, its employees, agents, and subcontractors.

7.1 General Liability and Automobile Liability:

7.1.1 Commercial General Liability insurance covering any and all claims for property damage and bodily injury (including death) and including, but not limited to premises, products and completed operations, and contractual

liability for Consultant's covenants, with a limit of liability not less than One Million Dollars (\$1,000,000) per occurrence; and

- 7.1.2 Automobile liability insurance** covering each motor vehicle, including but not limited to owned, non-owned, or hired, used in conjunction with providing Services on Authority property resulting in property damage or bodily injury, including death with a limit of not less than Three Hundred Thousand Dollars (\$300,000) combined single limit per accident;
- 7.2 Additional Insured Endorsement.** Such above referenced liability insurance shall name Authority and the City and their members (including, without limitation, members of the Authority's Board and the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents as additional insureds.
- 7.3 Workers' Compensation and Employer's Liability.** The following insurance shall apply to all Consultant's employees who will be engaged on Authority property in the performances of Services in this Agreement: (i) workers' compensation insurance with statutory limits in accordance with Florida law, and (ii) employer's liability insurance policy limits not be less than \$100,000 for each accident, \$100,000 for disease each employee and \$500,000 for disease policy limit. If the Consultant is self-insured, the Consultant shall provide proof of self-insurance and authorization to self-insure as required by applicable Florida laws and regulations.
- 7.4 Professional Services / Errors & Omissions Liability Insurance.** Insurance covering Consultant for claims, losses and expenses resulting from wrongful acts or omissions committed in the performance of, or failure to perform, all Services under this Agreement with limits not less than One Million Dollars (\$1,000,000) per claim.
- 7.5 Other Insurance Requirements.** Consultant agrees to the following as it relates to all above required insurance:
- 7.5.1 Self-Insured Retention and Deductibles.** Consultant's insurance policies shall not be subject to a self-insured retention or deductible exceeding \$10,000, if the value of the Contract is less than \$1,000,000, and not be subject to a self-insured retention or deductible exceeding \$100,000, if the Contract is \$1,000,000 or more, unless approved by the Authority's Chief Executive Officer. The above deductible limits may be exceeded if the Consultant's insurer is required to pay claims from the first dollar at 100% of the claim value without any requirement that Consultant pay the deductible prior to its insurer's payment of the claim.
- 7.5.2** Insurance policies shall be primary insurance and not contributory to any other valid insurance the Aviation Authority may possess, and that any other insurance the Aviation Authority does possess shall be considered excess insurance only.
- 7.5.3** Insurance shall be carried with an insurance company or companies with a financial stability rating by A.M. Best of B+ VI or better and said policies shall be in a form acceptable to the Aviation Authority.

- 7.5.4** Any liability insurance maintained by Consultant written on a claims-made form basis will maintain coverage for two (2) years to cover claims made after the Consultant has concluded its services to the Aviation Authority.
- 7.5.5** All insurance required for this Contract shall contain a waiver of subrogation clause, as allowed by law, in favor of the Aviation Authority and the City of Orlando. A properly completed and executed Certificate of Insurance on a form provided or approved by the Aviation Authority (such as a current ACORD form) evidencing the insurance coverages required by this Section shall be furnished to the Aviation Authority upon the Notice of Intent to Award of contract or prior to any start of services, whichever comes first, and each renewal thereafter during the term of this Agreement and its renewal/extension. Consultant acknowledges that any acceptance of Certificate of Insurance by the Aviation Authority does not waive any obligations herein this Agreement.
- 7.5.6** The Aviation Authority is currently contracted with a third party for the management of all insurance certificates related to Aviation Authority Contracts. Consultants who enter into a Contract with the Aviation Authority will be contacted directly by the third party vendor for insurance certificates and related matters such as expired certificates. An introductory letter will be sent instructing each Consultant of the proper procedures for processing updated insurance certificates as well as any other insurance related matter that may arise over the term of the Contract. Consultants will respond as directed in the introductory letter as well as any further instructions they may receive.
- 7.5.7** The Consultant shall provide the Aviation Authority immediate written notice of any adverse material change to the Consultant's required insurance coverage. For purposes of this Insurance Section, an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction of any insurance coverage, or any increase in the Consultant's self-insured retention and any non-renewal or cancellation of required insurance.
- 7.5.8** If any insurance coverage is canceled or reduced, Consultant shall, within forty-eight (48) hours remit to the Aviation Authority a Certificate of Insurance showing that the required insurance has been reinstated or replaced by another insurance company or companies acceptable to the Aviation Authority. If Consultant fails to obtain or have such insurance reinstated, the Aviation Authority may, if it so elects, and without waiving any other remedy it may have against Consultant, immediately terminate this Contract upon written notice to Consultant.
- 7.5.9** The Aviation Authority's Chief Executive Officer shall have the right to alter the monetary limits or coverages herein specified from time to time during the term of this Contract, and Consultant shall comply with all reasonable requests of the Chief Executive Officer with respect thereto.

8. Compliance with Nondiscrimination Requirements.

During the performance of this Agreement, the Consultant, for itself, its assignees and successors in interest agrees as follows:

- 8.1 Compliance with Regulations.** The Consultant shall comply with the Regulations relative to nondiscrimination in federally assisted programs of the Department of Transportation (hereinafter, "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the "Regulations"), which are herein incorporated by reference and made a part of this Agreement.
- 8.2 Nondiscrimination.** The Consultant, with regard to the work performed by it during the Agreement, shall not discriminate on the grounds of race, color, or national origin in the selection and retention of any Sub-Consultant, including procurement of materials and leases of equipment. The Consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the Agreement covers a program set forth in Appendix B of the Regulations.
- 8.3 Solicitations for Subcontracts, Including Procurement of Materials and Equipment.** In all solicitations either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential SubConsultant or supplier shall be notified by the Consultant of the Consultant's obligations under this Agreement and the Regulations relative to nondiscrimination on the grounds of race, color or national origin.
- 8.4 Information and Reports.** The Consultant shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its books, records, accounts, other sources or information, and its facilities as may be determined by the Aviation Authority or the Federal Aviation Administration ("FAA") to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of the Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant shall so certify to the Aviation Authority or the FAA, as appropriate, and shall set forth what efforts it has made to obtain the information.
- 8.5 Sanctions for Noncompliance.** In the event of the Consultant's noncompliance with the nondiscrimination provisions of this Agreement, the Aviation Authority shall impose such sanction as it or the FAA may determine to be appropriate, including but not limited to:
- 8.5.1** Withholding of payments to the Consultant under the Agreement until the Consultant complies.
 - 8.5.2** Cancellation, termination or suspension of the Agreement, in whole or in part.

8.6 Incorporation of Provisions. The Consultant shall include the provisions of subsections 8.1 through 8.5 in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Consultant shall take such action with respect to any subcontract or procurement as the Aviation Authority or the FAA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event a Consultant becomes involved in, or is threatened with, litigation with a SubConsultant or supplier as a result of such direction, the Consultant may request the Aviation Authority to enter into such litigation to protect the interest of the Aviation Authority and, in addition, the Consultant may request the United States to enter into such litigation to protect the interests of the United States. The Consultant assures the Aviation Authority that it will comply with the pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, creed, color, national origin, sex, age, marital status or handicap be excluded from participating in any activity conducted with or benefiting from Federal assistance. This provision shall bind the Consultant from the period beginning with the initial solicitation through the completion of the Agreement.

9. Title VI List of Pertinent Nondiscrimination Acts and Authorities.

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “contractor”) agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:

- 9.1** Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 9.2** 49 CFR part 21 (Non-discrimination In Federally-Assisted Programs of The Department of Transportation—Effectuation of Title VI of The Civil Rights Act of 1964);
- 9.3** The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- 9.4** Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR part 27;
- 9.5** The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
- 9.6** Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- 9.7** The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age

Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, subrecipients and contractors, whether such programs or activities are Federally funded or not);

- 9.8 Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 CFR parts 37 and 38;
- 9.9 The Federal Aviation Administration’s Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- 9.10 Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- 9.11 Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- 9.12 Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq).

10. Federal Fair Labor Standards Act.

All contracts and subcontracts that result from this contract incorporate by reference the provisions of 29 CFR part 201, the Federal Fair Labor Standards Act (FLSA), with the same force and effect as if given in full text. The FLSA sets minimum wage, overtime pay, recordkeeping, and child labor standards for full and part time workers. The Consultant has full responsibility to monitor compliance to the referenced statute or regulation. The Consultant must address any claims or disputes that arise from this requirement directly with the U.S. Department of Labor – Wage and Hour Division.

11. Occupational Safety and Health Act of 1970.

All contracts and subcontracts that result from this contract incorporate by reference the requirements of 29 CFR Part 1910 with the same force and effect as if given in full text. Consultant must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. The Consultant retains full responsibility to monitor its compliance and their subcontractor’s compliance with the applicable requirements of the Occupational Safety and Health Act of 1970 (20 CFR Part 1910). Consultant must address any claims or disputes that

pertain to a referenced requirement directly with the U.S. Department of Labor – Occupational Safety and Health Administration.

12. Whistle Blower Reporting Line.

The Aviation Authority is committed to the highest level of integrity in its operations and is fully committed to protecting the organization, its operations, and its assets against fraud, waste or abuse. The Authority has established a Whistle Blower Reporting Line with a third-party service provider as a means for employees, contractors, vendors, tenants and the general public to report suspected fraud, waste or abuse in connection with Authority operations. Should Contractor suspect any fraud, waste or abuse in connection with any work under this Contract, including any work of its subcontractors or laborers, it shall promptly report such activity at (877) 370-6354, through email: GOAA@integritycounts.ca, or through the online reporting form at www.integritycounts.ca/org/GOAA. The Consultant shall include this reporting requirement in all subcontracts and vendor agreements. The Consultant is further encouraged to report any suspected fraud, waste or abuse it suspects in connection with any other airport operation or project.

13. Florida Law.

This Agreement was made in the State of Florida and shall be governed by and construed in accordance with Florida law.

14. Remedies.

In the event of default, in addition to any other remedy available to the non-defaulting party, the non-defaulting party pursuant to the terms may terminate this Agreement in accordance with Section 3.2. Any such termination shall not waive or replace any other legal or equitable remedies available to the non-defaulting party. All remedies provided in this Agreement shall be deemed cumulative and additional and not in lieu of or exclusive of each other or any other remedy available to any party at law or in equity.

15. Attorney's Fees and Costs.

To the extent allowable by law, in the event that any legal proceedings at law or in equity arising hereunder or in connection herewith (including any appellate proceedings), the prevailing party shall be awarded costs, reasonable expert fees and reasonable attorney's fees incurred in connection with such legal proceedings as determined by a court of competent jurisdiction.

16. Venue and Waiver of Jury Trial.

The appropriate venue for any actions arising out of this Agreement will be any court of competent jurisdiction in Orange County, Florida. Such claims, disputes or other matters shall not be subject to arbitration without the prior written consent of both the Aviation Authority and Consultant. The parties hereby agree that process shall be served on Consultant and the Aviation Authority in the manner prescribed by

applicable law. To encourage prompt and equitable resolution of any litigation that may arise hereunder, the parties hereby waive any rights and either party may have to a trial by jury of any such litigation.

17. Transfers, Assignments and Subcontracts.

Consultant shall not transfer or assign any of its rights hereunder except as otherwise authorized in this Agreement or any of its obligations hereunder to third parties without the prior written approval of the Aviation Authority. The Aviation Authority shall be entitled to withhold such approval for any reason or for no reason. Except as limited by the provisions of this section, this Agreement shall inure to the benefit of and be binding upon the Aviation Authority and Consultant, and their respective successors and assigns.

18. Miscellaneous Provisions.

- 18.1** The Consultant shall promptly observe, and comply with applicable provisions of all federal, state and local laws, rules and regulations that govern or apply to the services rendered by the Consultant hereunder.
- 18.2** The Consultant shall produce and keep in force during the term of this Agreement all necessary licenses, registrations, certificates, permits and other authorization as are required by law in order for the Consultant to render the services required hereunder.
- 18.3** All information and documents received from the Consultant in response to this SOLICITATION will become the property of the Aviation Authority, will not be returned to the Consultant, and will be incorporated in the final Agreement in the event of Agreement award. Any work product produced as part of the Agreement will become the exclusive property of the Aviation Authority.
- 18.4** If the Aviation Authority determines that modifications to this Agreement are required in order to qualify for federal or state funding for the services to be rendered by the Consultant hereunder, and if the Consultant is unable to comply within a reasonable time with applicable federal and state laws and regulations governing the grant of such funds for services to be rendered hereunder, then notwithstanding anything else herein contained, Aviation Authority shall have the right, by giving written notice to the Consultant, to terminate this Agreement forthwith.
- 18.5** The Consultant assures that it will comply with pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, creed, color, national origin, sex, age or handicap be excluded from participating in any activity conducted with or benefitting from Federal assistance. This Provision obligates the Consultant or its assigns, for the period during which Federal assistance is extended to the airport program, except where Federal assistance is to provide, or is in the form of personal property or real property or interest therein or structures or improvements thereon. In these cases, the Provision obligates the Consultant for the longer of the following periods: (a) the period during which the property is used by the Aviation Authority or any transferee for a purpose for which Federal assistance is

extended, or for another purpose involving the provision of similar services or benefits; or (b) the period during which the Aviation Authority or any transferee retains ownership or possession of the property. In the case of a construction project, this Provision binds the Consultant from the Response solicitation period through the completion of the Agreement.

- 18.6** Consultant and its Sub-Consultants, if any, shall maintain complete and accurate books and records in accordance with generally accepted accounting principles, consistently applied, and shall be in a form reasonably acceptable to the Aviation Authority's Chief Executive Officer or designee. Consultant and its Sub-Consultants shall account for all expenses of any nature related to transactions in connection with this Agreement in a manner which segregates in detail those transactions from other transactions of the Consultant and Sub-Consultants and which support the amounts reported and/or invoiced to the Aviation Authority. At a minimum, Consultant's and Sub-Consultant's accounting for such expenses and transactions shall include such records in the form of electronic media compatible with or convertible to a format compatible with computers utilized by the Aviation Authority at its offices; a computer run hard copy; or legible microfilm or microfiche, together with access to the applicable reader. All such books and records and computerized accounting systems, shall upon reasonable notice from the Aviation Authority be made available in Orange County, Florida, for inspection, examination, audit and copying by the Aviation Authority through and by its duly authorized representatives at any time for up to four (4) years after the year to which books and records pertain. Such inspection, examination, or audit may include, but is not limited to a review of the general input, processing, and output controls of information systems, using read only access, for all computerized applications used to record financial transactions and information. Consultant and SubConsultant shall freely lend its own assistance in a timely manner in making such inspection, examination, audit, or copying and, if such records are maintained in electronic and other machine readable format, shall provide the Aviation Authority and/or its representative such assistance as may be required to allow complete access to such records. The Chief Executive Officer may require Consultant and Sub-Consultants to provide other records the Chief Executive Officer, in his or her sole discretion, deems necessary to enable the - to perform an accurate inspection, examination or audit of expenses incurred in and transactions related to performance of this Agreement. Such records shall be provided within thirty (30) days of request thereof. In the event that expenses incurred or reimbursed are found by such inspection, examination, or audit to have been overpaid, Consultant and its Sub-Consultants agree that such amounts shall be payable to the Aviation Authority. If, prior to the expiration of the above-stated four (4) year record retention period, any audit or investigation is commenced by the Aviation Authority, or any claim is made or litigation commenced relating to this Agreement by the Aviation Authority, the Consultant, or a third party, the Consultant shall continue to maintain all such records, and the Aviation Authority shall continue to have the right to inspect such records in the manner stated above, until the inspection, examination, audit, claim, or litigation is finally resolved (including the determination of any and all appeals or the expiration of time for an appeal). This provision shall survive the expiration or earlier termination of this Agreement. In the event of any conflict between any provision of this Agreement and generally accepted accounting principles or generally accepted auditing standards, the provisions of this Agreement shall control even where this

Agreement references such provisions or standards. In particular, without limitation, Consultant and Sub-Consultants shall maintain all records required under this Agreement to the full extent required hereunder, even if some or all such records would not be required under such generally accepted accounting principles or auditing standards. If as a result of an inspection, examination or audit, it is established that amounts are due from the Consultant to the Aviation Authority, Consultant shall forthwith, upon written demand from the Aviation Authority, pay the Aviation Authority such amount, together with interest on the amount due at the rate of eighteen (18%) percent per annum, or if less, the maximum rate of interest allowed by law, from the date such additional amounts were overpaid by the Aviation Authority. Further if such inspection, examination or audit establishes that the Consultant has over billed such amounts for any Agreement period by two (2%) percent or more, then the entire expense of such inspection, examination or audit shall be paid by the Consultant.

- 18.7** In the course of performing the Agreement work, Consultant may gain access to Sensitive Data Types including but not limited to Personal Identifiable Information (PII), Personal Health Information (PHI), Sensitive Security Information (SSI), Payment Card Industry (PCI), Financial Information and/or other confidential information of the Aviation Authority. Consultant agrees to hold such information in confidence and to make such information known only to its employees, affiliates, agents, Sub-Consultants, and Sub-Consultants who have a legitimate need to know such information and who are under a similar obligation of confidentiality. The Consultant shall seek the Aviation Authority's prior written consent before releasing, disclosing, or otherwise making such confidential information available to any other person. This provision shall not apply to information required to be released by applicable law, legal subpoena, or other lawful process. The Consultant must notify the Aviation Authority as soon as practicable in the event Consultant is notified of or discovers any compromise and/or breach or suspected breach, such as unauthorized access to, theft of, misuse of and unintentional releases or of any security/sensitive data types, or confidential information of the Aviation Authority and/or Individuals ("Data Breach") involving Consultant controlled systems such as, but not necessarily limited to, web sites, transmission infrastructure, voice response unit, and retrieval and storage systems. This notification should include, to the extent known, the type of Data Breach, type of data compromised and/or breached, and results of any forensic investigation. To the extent Consultant is responsible for the Data Breach and upon mutual agreement of the parties, Consultant shall be responsible to implement, in coordination with the Aviation Authority, a commercially reasonable Remediation Plan to address and respond to a Data Breach. Such commercially reasonable "Remediation Plan" will include certain administrative requirements associated with addressing and responding to such Data Breach to the extent necessary under the circumstances, and may include but is not necessarily limited to: (i) preparation and mailing or other transmission of legally required notifications, (ii) preparation and mailing or other transmission or communication to impacted Individuals such as may be required by applicable law or regulation; (iii) offering potentially impacted Individuals the opportunity to enroll in a credit monitoring service offered by a vendor of Consultant's choice for a two-year period, or other period as required by applicable law, at no charge to the impacted Individuals; and (iv) payment of applicable reasonable legal, audit, accounting and administrative expenses associated with the investigation, notifications and recovery arising from the Data Breach. The remedies

provided for in the Remediation Plan shall be in addition to any other remedies available to the Aviation Authority under this Agreement. The provisions of this Section 18.6 shall survive the expiration or earlier termination of the Agreement.

18.8 IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENTT, PLEASE USE THE LINK TO CONTACT THE AVIATION AUTHORITY'S CUSTODIAN OF PUBLIC RECORDS: <http://orlandoairports.net/publicrecords>; PHONE NUMBER: (407) 825-2400; AND MAILING ADDRESS: GREATER ORLANDO AVIATION AUTHORITYY, PUBLIC RECORDS, ONE JEFF FUQUA BOULEVARD, ORLANDO, FL 32827. A Consultant with an Aviation Authority Agreement for services, must comply with Florida Statute, Chapter 119.071, specifically to:

18.8.1 Keep and maintain public records that ordinarily and necessarily would be required by the Aviation Authority in order to perform the service.

18.8.2 Upon request from the Aviation Authority's custodian of public records, provide the Aviation Authority with a copy of the requested records or allow the access to public records to be inspected or copied within a reasonable time on the same terms and conditions that the Aviation Authority would provide the records and at a cost that does not exceed the cost provided in Chapter 119.07, Florida Statutes, or as otherwise provided by law.

18.8.3 Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the Consultant does not transfer the records to the Aviation Authority.

18.8.4 Upon completion of the Agreement, meet all requirements for retaining public records and transfer, at no cost to the Aviation Authority, all public records in possession of the Consultant or keep and maintain public records required by the Aviation Authority to perform the service. If the Consultant transfers all public records to the Aviation Authority upon completion of the Agreement, the Consultant shall, upon termination of the Agreement, destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Consultant keeps and maintains public records upon completion of the Agreement, the Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the Aviation Authority, upon request from the Aviation Authority's custodian of public records, in a format that is compatible with the information technology systems of the Aviation Authority.

18.8.5 If a Consultant does not comply with a public records request, the Aviation Authority shall enforce the contract provisions in accordance with the Agreement.

19. Entire Agreement.

This Agreement constitutes the entire agreement between the parties and shall supersede and replace all prior agreements or understandings, written or oral, relating to the matters set forth herein.

20. Amendment; Waiver.

Except for the Aviation Authority's right to reduce the scope of services as provided in section 1.1 above, this Agreement shall not be amended or modified other than in an amendment writing signed by the parties hereto. The Aviation Authority and Consultant reserve the right to amend this Agreement in writing at any time by such mutually executed amendment. Failure to by any party at any time to enforce any default or right reserved to it or to require the performance of any of the terms, covenants or provisions hereof by the other party at the time designated, shall not be deemed a waiver of any such default or right to which the party is entitled, nor shall it in any way affect the right of the party to enforce such provisions thereafter.

21. Severability.

If any term or provision of this Agreement shall be found to be unenforceable, then, notwithstanding, this Agreement shall remain in full force and effect and such term or provision shall be deemed stricken.

22. Time is of the Essence.

Time is of the essence in the performance of this Agreement.

23. Execution and Counterparts.

To facilitate execution, the parties hereto agree that this Agreement and any Amendments may be executed and tele-copied to the other party and that the execution telecopy shall be binding and enforceable as an original. The parties agree to fully execute two (2) originals of this Agreement. This Agreement may be executed in as many counterparts as may be required and it shall not be necessary that the signature of, or on behalf of, each party, or that the signatures of all persons required to bind any party, appear on each counterpart; it shall be sufficient that the signature of, or on behalf of, each party, or that the signatures of the persons required to bind any party, appear on one or more of such counterparts. All counterparts shall collectively constitute a single agreement.

24. Notices.

All notices under this Agreement shall be in writing and shall be given by United States Certified Mail Return Receipt Requested postage prepaid addressed to:

To Consultant: Barich, Inc.
#283, 24200 SW FWY STE. 402
Rosenberg, TX 77471

Attention: Justin Phy

With copy to: Barich, Inc.
2052 E Folley St.
Chandler, AZ 85225

Attention: Frank Barich

To Aviation Authority: **Greater Orlando Aviation Authority**
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399
Attention: Chief Executive Officer

The Aviation Authority's Chief Executive Officer, or designee, shall act as the Aviation Authority's agent with respect to the Services to be rendered by Consultant hereunder and shall transmit instructions, receive information, and communicate the Aviation Authority's policies and decisions to Consultant regarding such Services. Either party may change the designee or address for notices by written notice given in accordance with the terms of this Section 24.

[The remainder of this page is intentionally blank.]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first mentioned above.

“AVIATION AUTHORITY”

ATTEST

By: _____

Title: _____

Date: _____

[Official Seal]

Yovannie Rodriguez

By:  173WLS61-4W6WYRRZ _____

Yovannie Rodriguez
Title: Designee, Chief Administrative Officer

Date: Jun 4, 2024

“CONSULTANT”

BARICH, INC

ATTEST

By: _____

Title: _____

Date: _____

[Corporate Seal]

Justin Phy

By:  13LQK5VZ-1J5VLPR3 _____

Justin Phy
Title: President

Date: May 31, 2024

APPROVED AS TO FORM AND LEGALITY

For the use and reliance of the Greater Orlando Aviation Authority, only.

Name of Law Firm: Nelson Mullins Riley & Scarborough, LLP

Jo O. Thacker

By:  18MBPRLP-1J5VLPR3 _____

Date: May 31, 2024

From: [Aracelis Mercado](#)
To: [Jamie López](#)
Subject: FW: Designee for Chief Executive Officer
Date: Tuesday, June 4, 2024 8:55:38 AM
Attachments: [image002.png](#)

FYI

From: Aracelis Mercado
Sent: Tuesday, June 4, 2024 8:16 AM
To: GOAA Designees <GOAA-Designees2@goaa.org>; Directors and Aides <Dir-Aides@goaa.org>
Cc: James Knusalla <jknusalla@goaa.org>; Starlene Barrett <starlene.barrett@goaa.org>; Kristal Mendez <kristal.mendez@goaa.org>; Anna Farmer <anna.farmer@goaa.org>
Subject: Designee for Chief Executive Officer

Please be advised that Mr. Kevin Thibault, Chief Executive Officer, will be out of the office Tuesday, June 4, 2024.

During his absence, Ms. Yovannie Rodriguez, Chief Administrative Officer, will be his designee.

Ms. Rodriguez can be reached at yovannie.rodriguez@goaa.org or 407-825-7105.

Please continue to use the signature process in place.



Aracelis Mercado
Assistant to Chief Executive Officer

aracelis.mercado@goaa.org
P 407-825-2261 C 407-784-0827

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827
orlandoairports.net

Exhibit “A” – Scope of Services

Consultant(s) will provide a broad range of services associated with the planning and implementation of IT projects and initiatives that are identified in the Aviation Authority’s Capital Improvement Plan (CIP), Information Technology Master Plan (ITMP), the Aviation Authority’s annual project planning process, and other IT projects and initiatives requested by the Aviation Authority. The Services may include project management; staff augmentation; research of specific technologies; research and concept development; IT business analysis; business case development; infrastructure and applications design, installation, configuration, development and testing; database management and administration; cyber and physical security; development of solicitation documents; functional, performance and interface requirements definition and documentation project planning; applications development, implementation and integration across multiple systems; operations and management of IT; assistance with IT roadmap or strategic plans; vendor and product evaluations and recommendations and other IT consulting services.

1.1. Research

The Consultant must conduct directed research on technologies and their uses or potential uses, and document the findings and conclusions; commercial products (hardware, firmware, and software) and services that incorporate those technologies, including fit for purpose, limitations, issues, and probable total cost of ownership; and related government and industry standards and best practices, methods, regulations, and policies. The Consultant must plan, execute, monitor, and document discoveries and conclusions from hands-on evaluations and demonstrations of services and products to determine the probable fit for the intended purpose or to determine compliance with pre-qualification requirements. Such evaluations and demonstrations must be performed in Consultant laboratories, independent laboratories, the Aviation Authority IT laboratories, or specific circumstances, in product source laboratories in a structured, controlled, and monitored environment.

1.2. Concepts Development:

The Consultant must develop and document solution options to meet the needs (e.g., functional, performance and interface requirements) of the enterprise at a conceptual level, but sufficient to describe possible commercial product and service components, custom designed and developed components, their inter-relationships, and an allocation of requirements to those components. Solution options and risks must also be defined.

1.3. Business Case Development:

The Consultant must develop and document a business case for each concept chosen for additional consideration to include: business impact assessment; technical infrastructure impact assessment, including impacts due to fail-operational and cyber-security requirements; risks assessment; credible implementation timeline; cost-benefits assessment that must address both direct and indirect project costs and

benefits (including Return-On-Investment (ROI), Internal Rate-of-Return (IRR), and intangible benefits).

1.4. Requirements Development:

- a. Once a concept is selected for implementation and funded, the Consultant must develop and document complete functional, performance, and interface requirements, dependencies and limitations (e.g., financial, regulatory, technical, operational), and re-assess and amend the business case) above to reflect the additional information developed in this phase. Then the Aviation Authority will decide between one of the following approaches:
 - 1) The Aviation Authority Personnel only.
 - 2) The Aviation Authority and Consultant Personnel.
 - 3) Consultant Personnel only.
 - 4) Competition among Consultants.
 - 5) Competition among Non-Consultants.
- b. Factors to be considered in establishing the preferred approach include but are not limited to the resources the Aviation Authority or the Consultant can allocate to the effort at the time needed and dollar thresholds defined elsewhere. The services the Consultant must provide during the design, development and test phase for each approach are delineated in subsequent paragraphs.
 - 1) Authority Personnel Only: Provide assistance on an as needed basis.
 - 2) Authority and Consultant Personnel: The Consultant must provide qualified personnel to assist (augment) the Aviation Authority personnel with: definition of design requirements; design specification definitions; development of custom firmware; development of software; report development; acquisition of commercial software, firmware and hardware; installation, configuration and integration of commercial and custom developed products; unit, subsystem and system verification and validations testing; problem determination and resolution; and production of related documentation.
 - 3) Consultant Personnel Only: The Consultant must submit a proposal to provide qualified personnel to perform the services described above in (2) in an independent, Consultant-responsible manner.
 - 4) Competition among Consultants: Two (2) or more Consultants must respond to an Aviation Authority request for proposal based on the functional, performance and interface requirements listed above in option two (2). The selected consultant must also perform the services described above in option two (2) in an independent, Consultant-responsible manner.

NOTE: In reference to option (3) and (4) above the role of the Aviation Authority will be one of a client; primarily in a review and approval role.

- 5) Competition among Non-Consultants: In cases of open competition from which the Consultants are excluded, the chosen Consultant must prepare or assist the Authority in the preparation of all documents required for the open competition and provide professional advice.

1.5. Operational Readiness:

The Consultant must perform or assist in performing those services required to bring a solution developed in the cases described above or acquired into an operational state, including but not limited to: readiness of facilities, systems and equipment; staff augmentation; training of the Aviation Authority IT personnel; and training of end users.

1.6. Project Management (PM) And Owner Authorized Representation (OAR):

The Consultant must be able to provide qualified personnel for PM and OAR services for IT projects or for IT portions of non-IT projects. These services include but are not limited to monitoring and reporting on compliance with resource allocations, schedules, technical and business issues and partner issues, and assistance in resolution of issues.

1.7. Resource Acquisition:

The Consultant must provide qualified personnel to assist in development of statements of need, rationale and methods for acquiring IT resources (e.g., facilities, systems, equipment, funds, personnel) needed to meet IT demands and commitments for services. Personnel acquisition assistance would include preparation of job descriptions and postings, review of resumes, interviews to validate qualifications, and support as requested during in-person interviews.

1.8. Maintenance:

The Consultant must be able to provide qualified personnel to assist in the operation of in-place systems, subsystems and applications, including but not limited to the installation and testing of software and firmware patches and releases, software and firmware version control, preventive and corrective hardware and software maintenance, and removal and repair or replacement of hardware. These in-place systems, subsystems and applications include but are not limited to the major items identified in Section 2.16 (Current Commercial Products) below.

1.9. Operations:

The Consultant must be able to perform the operation of in-place systems and subsystems, including but not limited to re-location, configuration, start-up, shutdown, backup, diagnostics and function and performance data collection, and other operational functions as an extension of the Aviation Authority IT Department

personnel. These systems and subsystems include but are not limited to those identified in Section 2.16 (Current Commercial Products) below.

1.10. Planning:

The Consultant must be able to provide qualified personnel to create and update: IT Master Plans and Roadmaps; IT inputs to Airport Strategic, Master, and Improvement Plans; IT inputs to Facilities, Systems and Equipment Integration and Test Plans; and all other plans that require IT input.

1.11. Policies And Procedures:

The Consultant must provide qualified personnel to: draft and revise policies and procedures related to the services described within this document, monitor standards development, and monitor appropriate adoption of these items into policies, procedures and products.

1.12. Disaster Recovery And Business Continuity Plan (BCP):

The Consultant must provide personnel to assist in the development, updating and testing of requirements for the Aviation Authority's Disaster Recovery Plan and BCP components. This expertise will extend to those applications used to track plan components and should include experience with NFPA 1600, ISO 24762, and current techniques for disaster recovery and business continuity planning.

1.13. Security:

The Consultant must provide personnel to assist with ongoing security assessment and monitoring activities, security metrics, systems and application hardening and configuration, development of security policies, adherence to compliance standards such as PCI DSS, HIPAA, state and federal law, and internally driven regulatory requirements. Expertise must include vulnerability assessment, penetration testing, risk assessment, incident response, security mitigations, log management, forensic analysis for incident artifacts, and other activities in alignment with industry best practices.

1.14. Related Services:

Due to the rate of change in technologies, products and services, it is not possible to delineate each service that could be required during the term of the Agreement, including services that could be introduced during the term. The Consultant must be able to respond to change and describe their approach to maintaining or acquiring the expertise needed. The intent is to include such changes and introductions in services in the scope of this Agreement.

1.15. Technologies:

The term Technologies means the science, hardware and software systems, and equipment and components that incorporate the technologies.

- a. Wireless technologies including both licensed and unlicensed bands for use in customer service, passenger processing, way finding, advertising, location-based services, queue management, network infrastructure redundancy, operations and airfield management, and other functions as needed.
- b. Video technologies and analytics for security, passenger flow monitoring and modeling including but not limited to interactive multilingual video and voice on monitors and smart mobile devices for customer assistance and information, including way finding, parking and transportation, advertising, paging and visual paging.
- c. Digital media content development including live data interfaces and interactive experiences displayed across variable digital canvas sizes.
- d. Unified Communications technologies including but not limited to MS Exchange, MS Teams, video conferencing, Presence Services, language translation, digital messaging, remote agent information kiosk, and IP-PBX systems.
- e. Airport information management technologies for airport operational management, reporting, and planning including but not limited to: airport operations and safety compliance, airport resource allocation and management, and airline flight information interfacing and displays.
- f. Content and records management technologies for the storage, distribution and collaboration of documents along with related process automation via business process applications.
- g. Parking technologies for revenue control, parking space monitoring, parking guidance, parking reservations, and method of payment.
- h. Mobile technologies for customer service, airport operations, and other purposes.
- i. Application development technologies for: Microsoft, Oracle, Web, iOS, Android and Angular platforms.
- j. Business intelligence technologies providing: real-time situational awareness for operations; near real-time operations performance and financial management; operations simulation and monitoring; historical trend and predictive analysis using various reporting, data warehouse, data lakes, big data and data science tools.

- k. IT systems and equipment monitoring and management technologies providing: proactive notification of risks and faults, security threats, automated resolution of potential faults, notification and reporting of system performance.
- l. Building Information Management (BIM) system technologies including but not limited to: generation and management of 3D digital representations and modeling of physical and functional characteristics of a facility.
- m. Geospatial technologies, including GIS, CAD, BIM and GPS for AC150 compliance, rates and charges, campus addressing, various map book creation, collaboration and distribution of maps and data both via intra and extranet architectures.
- n. Information security processes, technologies, systems, and applications including but not limited to: monitoring / management of firewalls, intrusion prevention, vulnerability management and penetration testing, and compliance with Payment Card Industry (PCI) requirements and other security and privacy standards. Provide services to develop, implement, and enforce security policy.
- o. Building automation and management system technologies for monitoring, management, and performance reporting for: elevators/escalators, UPS and generators, fire detection and alarm systems, HVAC, low voltage and electrical systems, lighting control, and other technologies as needed.
- p. IT infrastructure technologies support including but not limited to: computer room design, physical and virtual servers, storage devices, communications devices, computer room HVAC and UPS, and copper and fiber optic cabling.
- q. Airport trunk radio technologies and systems.
- r. Passenger and baggage processing technologies including: self-service baggage check and boarding control, baggage tracking, rebooking, biometric identification, passenger movement sensors, and others as processing technologies evolve and are adopted.
- s. Patron loyalty program technologies to enhance customer services to frequent parkers, frequent shoppers, and other repeat customers.
- t. Point-of-sale technologies and integration.
- u. Computer-based training technologies.
- v. Asset life cycle management technologies for facilities, systems, equipment, and software.
- w. System and data integrations using Service Orientated Architecture (SOA), Application Programmable Interface (API) Technologies, and Airport Application centric Point to Point interfaces following IATA and ACI best

practices that include but are not limited to: Oracle SOA Suite, API management solutions, REST, SOAP, XML, and JSON.

- x. Internet of Things (IoT) hardware, software, and system technologies and interfaces, standards and best practices.

1.16. Current Commercial Products in Use by the Aviation Authority

1. Oracle Financial Applications, including e-Business Suite and Oracle Fusion Middleware
2. Oracle Planning and Budget
3. Oracle Database + Dataguard
4. Oracle OBIEE
5. Oracle SOA Suite
6. Oracle WebLogic
7. SplashBI Reporting
8. Amadeus PROPworks
9. UKG Workforce Central
10. UKG Telestaff
11. ESRI ArcGIS, Portal & Mobile Apps On-Premise and On-Line
12. Autodesk AutoCAD, Collaborate Pro & Revit
13. IBM Maximo
14. IBM WebSphere
15. Prometheus DataSplice
16. SITA Com-Net Multi User Flight Information Display System (MUFIDS)
17. Skidata and GateKeeper Parking Revenue Control System
18. SITA Common Use Passenger Processing (CUPPS)
19. SITA Common Use Self-Service (CUSS)
20. SITA Biometric E Gates
21. Queue Management System
22. Veovo Resource Management System
23. VRC/VDGS/VIBES (STC BHS) – do we need to list these?
24. Fire Alarm Monitoring
25. Motorola RF Communications
26. Jervis B. Webb/Siemens Baggage Handling System(s)
27. MC2/Schneider Electric Building Operating System – Lighting and HVAC monitoring and control
28. Eaton Power Xpert Electrical Power Monitoring
29. Siemens Airfield Solution/ADB airfield lighting system
30. Schindler LiftNet Elevator Management System
31. Bombardier and Mitsubishi Automated Ground Transportation (AGT) monitoring and control
32. Softwarehouse CCure Access Control System (ACS)
33. HID SAFE physical identity management System
34. Qognify (Nice) Video Management Systems, Digital Video Recording Systems and Situitor / PSIM
35. IED Paging System
36. Civix Airport IQ Operations Centers
37. SSI ASSP computer based training

38. Avaya PodFx
39. Avaya CM
40. Avaya Aura Messaging
41. Avaya Experience Portal
42. Avaya Aura Conferencing
43. Mutare Message Mirror
44. Mutare Voice Forms
45. Microsoft Azure Services and M365 Suite
46. Microsoft Certificate Services
47. Microsoft Defender for Endpoint
48. Microsoft Exchange Services
49. Microsoft SharePoint On-Premise and On-Line
50. Microsoft SQL Server
51. DH2i DX Enterprise
52. Microsoft System Center Configuration (SCCM) & Operations Manager (SCOM)
53. Microsoft Internet Information Services (IIS)
54. Mobile Device Management Services (Airwatch)
55. Microsoft Windows Operating System servers, including clusters, virtual servers and blade servers
56. Netplus Telemanagement System
57. Linux based servers
58. Juniper and Palo Alto Software for intrusion prevention, detection, correction and reporting (e.g., Intrusion Prevention Systems (IPS) and firewalls)
59. F5 Load Balancer/applications delivery controller
60. Cisco core switches
61. Cisco edge switches
62. Cisco security platforms
63. Aruba 802.11 wireless controllers, Clearpass, location engine, access points, and beacons
64. HPE Meridian platform and SDK
65. Solar Winds performance monitoring and trends, control and diagnostics
66. ServiceNow IT Asset and Work Management, and Governance, Risk and Compliance (GRC)
67. Salesforce Service Cloud
68. K2 Blackpearl
69. Contentful CMS
70. WordPress
71. YCD Cnario digital signage products
72. Synect multi monitor content creation, management and delivery systems
73. Native iOS and Android platform development
74. Angular development platform
75. Splunk (Enterprise, Security, UBA, Cloud)
76. Rapid7 Nexpose, Metasploit Pro
77. ProofPoint
78. CyberTriage Incident Response System

1.17. Additional Services

If during the contractual period additional services are needed, the selected Proposer, also referred to as Consultant may, at the option of the Aviation Authority, be engaged to perform additional services. The selected Consultant, shall upon receipt of the written request from the CEO, perform such additional services based upon the hourly rates in the Professional Services Agreement. All additional work will be documented by amendment to be approved following the Aviation Authority policies prior to the performance of any additional services.

1.18. Non-Exclusive Services

This is a non-exclusive Agreement. During the term of this Agreement, and any extensions thereof, the Aviation Authority reserves the right to contract for another provider for similar services as it determines necessary in its sole discretion.

The remainder of this page is intentionally blank.

Exhibit “B” – Schedule of Fees

The Fee Proposal submitted by the Proposer in response to the Request for Proposal (RFP for Professional Services 24-101-RFP Information Technology (IT) Continuing Consulting Services is hereby incorporated into this Agreement.

“NEGOTIATED PRICES”

PRICE TABLES			
YEAR ONE - SCHEDULE FEE			
INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES			
Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	\$108.00
2	Associate Business Analyst	Hourly	\$110.00
3	Business Analyst	Hourly	\$140.00
4	Clerical	Hourly	\$65.00
5	Consultant	Hourly	\$160.00
6	Contract Administrator	Hourly	\$138.00
7	Design Technician	Hourly	\$150.00
8	Database Administrator	Hourly	\$150.00
9	GIS Admin/Analyst	Hourly	\$150.00
10	IT Architect	Hourly	\$106.00
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	\$90.00
15	Network Engineer	Hourly	\$82.00

16	Principal	Hourly	\$265.00
17	Principal Consultant II	Hourly	\$290.00
18	Program/Project Manager	Hourly	\$210.00
19	Project Coordinator	Hourly	\$85.00
20	Project Manager	Hourly	\$160.00
21	Project-Program Coordinator	Hourly	\$124.00
22	Senior Consultant	Hourly	\$210.00
23	Senior Managing Consultant	Hourly	\$240.00
24	Senior Project Manager	Hourly	\$200.00
25	Service Desk Representative	Hourly	\$74.00
26	Sr. App. Prog./Analyst	Hourly	\$165.00
27	Sr. Business Analyst	Hourly	\$190.00
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	\$170.00
30	Sr. IT Systems Consultant	Hourly	\$170.00
31	Sr. IT Systems Operator	Hourly	\$135.00
32	Sr. IT Systems Specialist	Hourly	\$145.00
33	Sr. Network Engineer	Hourly	\$141.00
34	Sr. QA Engineer	Hourly	\$135.00

35	Sr. Security Systems Specialist	Hourly	\$240.00
36	Sr. Service Desk Representative	Hourly	\$85.00
37	Sr. System Engineer	Hourly	\$175.00
38	Sr. Systems Admin	Hourly	\$132.00
39	Sr. Telecom Engineer	Hourly	\$180.00
40	Subject Matter Expert (SME)	Hourly	\$200.00
41	System Analyst	Hourly	\$100.00
42	Telecom Engineer/Analyst	Hourly	\$110.00
43	Travel Premium	Hourly	\$60.00

Additional Positions - Year One

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	No Bid	Comments
1	Additional Positions	Hourly	\$145.00		BIM/Revit Tech
2	Additional Positions	Hourly	\$132.00		Cyber Security
3	Additional Positions	Hourly	\$63.00		Jr. IT Systems
4	Additional Positions	Hourly	\$53.00		Passenger Processing
5	Additional Positions	Hourly	\$265.00		Principal Consultant
6	Additional Positions	Hourly	\$215.00		Security Systems

7	Additional Positions	Hourly	\$157.00	Senior Low Voltage
8	Additional Positions	Hourly	\$145.00	Senior Systems
9	Additional Positions	Hourly	\$64.00	Sr. Passenger
10	Additional Positions	Hourly	\$88.00	Systems Admin

YEAR TWO - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost	
1	App. Prog./Analyst	Hourly	\$111.24	
2	Associate Business Analyst	Hourly	\$113.30	
3	Business Analyst	Hourly	\$144.20	
4	Clerical	Hourly	\$66.95	
5	Consultant	Hourly	\$164.80	
6	Contract Administrator	Hourly	\$142.14	
7	Design Technician	Hourly	\$154.50	
8	Database Administrator	Hourly	\$154.50	
9	GIS Admin/Analyst	Hourly	\$154.50	
10	IT Architect	Hourly	\$109.18	
11	IT Buyer	Hourly		

12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	\$92.70
15	Network Engineer	Hourly	\$84.46
16	Principal	Hourly	\$272.95
17	Principal Consultant II	Hourly	\$298.70
18	Program/Project Manager	Hourly	\$216.30
19	Project Coordinator	Hourly	\$87.55
20	Project Manager	Hourly	\$164.80
21	Project-Program Coordinator	Hourly	\$127.72
22	Senior Consultant	Hourly	\$216.30
23	Senior Managing Consultant	Hourly	\$247.20
24	Senior Project Manager	Hourly	\$206.00
25	Service Desk Representative	Hourly	\$76.22
26	Sr. App. Prog./Analyst	Hourly	\$169.95
27	Sr. Business Analyst	Hourly	\$195.70
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	\$175.10
30	Sr. IT Systems Consultant	Hourly	\$175.10

31	Sr. IT Systems Operator	Hourly	\$139.05
32	Sr. IT Systems Specialist	Hourly	\$149.35
33	Sr. Network Engineer	Hourly	\$145.23
34	Sr. QA Engineer	Hourly	\$139.05
35	Sr. Security Systems Specialist	Hourly	\$247.20
36	Sr. Service Desk Representative	Hourly	\$87.55
37	Sr. System Engineer	Hourly	\$180.25
38	Sr. Systems Admin	Hourly	\$135.96
39	Sr. Telecom Engineer	Hourly	\$185.40
40	Subject Matter Expert (SME)	Hourly	\$206.00
41	System Analyst	Hourly	\$103.00
42	Telecom Engineer/Analyst	Hourly	\$113.30
43	Travel Premium	Hourly	\$61.80

Additional Positions - Year Two

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	No Bid	Comments
1	Additional Positions	Hourly	\$149.35		BIM/Revit Tech
2	Additional Positions	Hourly	\$135.96		Cyber Security

3	Additional Positions	Hourly	\$64.89	Jr. IT Systems
4	Additional Positions	Hourly	\$54.59	Passenger Processing
5	Additional Positions	Hourly	\$272.95	Principal Consultant
6	Additional Positions	Hourly	\$221.45	Security Systems
7	Additional Positions	Hourly	\$161.71	Senior Low Voltage
8	Additional Positions	Hourly	\$149.35	Senior Systems
9	Additional Positions	Hourly	\$65.92	Sr. Passenger
10	Additional Positions	Hourly	\$90.64	Systems Admin

YEAR THREE - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost	
1	App. Prog./Analyst	Hourly	\$114.58	
2	Associate Business Analyst	Hourly	\$116.70	
3	Business Analyst	Hourly	\$148.53	
4	Clerical	Hourly	\$68.96	
5	Consultant	Hourly	\$169.74	
6	Contract Administrator	Hourly	\$146.40	
7	Design Technician	Hourly	\$159.14	

8	Database Administrator	Hourly	\$159.14
9	GIS Admin/Analyst	Hourly	\$159.14
10	IT Architect	Hourly	\$112.46
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	\$95.48
15	Network Engineer	Hourly	\$86.99
16	Principal	Hourly	\$281.14
17	Principal Consultant II	Hourly	\$307.66
18	Program/Project Manager	Hourly	\$222.79
19	Project Coordinator	Hourly	\$90.18
20	Project Manager	Hourly	\$169.74
21	Project-Program Coordinator	Hourly	\$131.55
22	Senior Consultant	Hourly	\$222.79
23	Senior Managing Consultant	Hourly	\$254.62
24	Senior Project Manager	Hourly	\$212.18
25	Service Desk Representative	Hourly	\$78.51
26	Sr. App. Prog./Analyst	Hourly	\$175.05

27	Sr. Business Analyst	Hourly	\$201.57
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	\$180.35
30	Sr. IT Systems Consultant	Hourly	\$180.35
31	Sr. IT Systems Operator	Hourly	\$143.22
32	Sr. IT Systems Specialist	Hourly	\$153.83
33	Sr. Network Engineer	Hourly	\$149.59
34	Sr. QA Engineer	Hourly	\$143.22
35	Sr. Security Systems Specialist	Hourly	\$254.62
36	Sr. Service Desk Representative	Hourly	\$90.18
37	Sr. System Engineer	Hourly	\$185.66
38	Sr. Systems Admin	Hourly	\$140.04
39	Sr. Telecom Engineer	Hourly	\$190.96
40	Subject Matter Expert (SME)	Hourly	\$212.18
41	System Analyst	Hourly	\$106.09
42	Telecom Engineer/Analyst	Hourly	\$116.70
43	Travel Premium	Hourly	\$63.65

Additional Positions - Year Three

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.					
Line Item	Additional Positions	Unit of Measure	Hourly Rate	No Bid	Comments
1	Additional Positions	Hourly	\$153.83		BIM/Revit Tech
2	Additional Positions	Hourly	\$140.04		Cyber Security
3	Additional Positions	Hourly	\$66.84		Jr. IT Systems
4	Additional Positions	Hourly	\$56.23		Passenger Processing
5	Additional Positions	Hourly	\$281.14		Principal Consultant
6	Additional Positions	Hourly	\$228.09		Security Systems
7	Additional Positions	Hourly	\$166.56		Senior Low Voltage
8	Additional Positions	Hourly	\$153.83		Senior Systems
9	Additional Positions	Hourly	\$67.90		Sr. Passenger
10	Additional Positions	Hourly	\$93.36		Systems Admin

YEAR FOUR - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	\$118.01
2	Associate Business Analyst	Hourly	\$120.20
3	Business Analyst	Hourly	\$152.98

4	Clerical	Hourly	\$71.03
5	Consultant	Hourly	\$174.84
6	Contract Administrator	Hourly	\$150.80
7	Design Technician	Hourly	\$163.91
8	Database Administrator	Hourly	\$163.91
9	GIS Admin/Analyst	Hourly	\$163.91
10	IT Architect	Hourly	\$115.83
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	\$98.35
15	Network Engineer	Hourly	\$89.60
16	Principal	Hourly	\$289.57
17	Principal Consultant II	Hourly	\$316.89
18	Program/Project Manager	Hourly	\$229.47
19	Project Coordinator	Hourly	\$92.88
20	Project Manager	Hourly	\$174.84
21	Project-Program Coordinator	Hourly	\$135.50
22	Senior Consultant	Hourly	\$229.47

23	Senior Managing Consultant	Hourly	\$262.25
24	Senior Project Manager	Hourly	\$218.55
25	Service Desk Representative	Hourly	\$80.86
26	Sr. App. Prog./Analyst	Hourly	\$180.30
27	Sr. Business Analyst	Hourly	\$207.62
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	\$185.76
30	Sr. IT Systems Consultant	Hourly	\$185.76
31	Sr. IT Systems Operator	Hourly	\$147.52
32	Sr. IT Systems Specialist	Hourly	\$158.45
33	Sr. Network Engineer	Hourly	\$154.07
34	Sr. QA Engineer	Hourly	\$147.52
35	Sr. Security Systems Specialist	Hourly	\$262.25
36	Sr. Service Desk Representative	Hourly	\$92.88
37	Sr. System Engineer	Hourly	\$191.23
38	Sr. Systems Admin	Hourly	\$144.24
39	Sr. Telecom Engineer	Hourly	\$196.69
40	Subject Matter Expert (SME)	Hourly	\$218.55
41	System Analyst	Hourly	\$109.27

42	Telecom Engineer/Analyst	Hourly	\$120.20
43	Travel Premium	Hourly	\$65.56

Additional Positions - Year Four

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	No Bid	Comments
1	Additional Positions	Hourly	\$158.45		BIM/Revit Tech
2	Additional Positions	Hourly	\$144.24		Cyber Security
3	Additional Positions	Hourly	\$68.84		Jr. IT Systems
4	Additional Positions	Hourly	\$57.91		Passenger Processing
5	Additional Positions	Hourly	\$289.57		Principal Consultant
6	Additional Positions	Hourly	\$234.94		Security Systems
7	Additional Positions	Hourly	\$171.56		Senior Low Voltage
8	Additional Positions	Hourly	\$158.45		Senior Systems
9	Additional Positions	Hourly	\$69.93		Sr. Passenger
10	Additional Positions	Hourly	\$96.16		Systems Admin

YEAR FIVE - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

--

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	\$121.55
2	Associate Business Analyst	Hourly	\$123.81
3	Business Analyst	Hourly	\$157.57
4	Clerical	Hourly	\$73.16
5	Consultant	Hourly	\$180.08
6	Contract Administrator	Hourly	\$155.32
7	Design Technician	Hourly	\$168.83
8	Database Administrator	Hourly	\$168.83
9	GIS Admin/Analyst	Hourly	\$168.83
10	IT Architect	Hourly	\$119.30
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	\$101.30
15	Network Engineer	Hourly	\$92.29
16	Principal	Hourly	\$298.26
17	Principal Consultant II	Hourly	\$326.40
18	Program/Project Manager	Hourly	\$236.36
19	Project Coordinator	Hourly	\$95.67

20	Project Manager	Hourly	\$180.08
21	Project-Program Coordinator	Hourly	\$139.56
22	Senior Consultant	Hourly	\$236.36
23	Senior Managing Consultant	Hourly	\$270.12
24	Senior Project Manager	Hourly	\$225.10
25	Service Desk Representative	Hourly	\$83.29
26	Sr. App. Prog./Analyst	Hourly	\$185.71
27	Sr. Business Analyst	Hourly	\$213.85
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	\$191.34
30	Sr. IT Systems Consultant	Hourly	\$191.34
31	Sr. IT Systems Operator	Hourly	\$151.94
32	Sr. IT Systems Specialist	Hourly	\$163.20
33	Sr. Network Engineer	Hourly	\$158.70
34	Sr. QA Engineer	Hourly	\$151.94
35	Sr. Security Systems Specialist	Hourly	\$270.12
36	Sr. Service Desk Representative	Hourly	\$95.67
37	Sr. System Engineer	Hourly	\$196.96
38	Sr. Systems Admin	Hourly	\$148.57

39	Sr. Telecom Engineer	Hourly	\$202.59
40	Subject Matter Expert (SME)	Hourly	\$225.10
41	System Analyst	Hourly	\$112.55
42	Telecom Engineer/Analyst	Hourly	\$123.81
43	Travel Premium	Hourly	\$67.53

Additional Positions - Year Five

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	No Bid	Comments
1	Additional Positions	Hourly	\$163.20		BIM/Revit Tech
2	Additional Positions	Hourly	\$148.57		Cyber Security
3	Additional Positions	Hourly	\$70.91		Jr. IT Systems
4	Additional Positions	Hourly	\$59.65		Passenger Processing
5	Additional Positions	Hourly	\$298.26		Principal Consultant
6	Additional Positions	Hourly	\$241.98		Security Systems
7	Additional Positions	Hourly	\$176.70		Senior Low Voltage
8	Additional Positions	Hourly	\$163.20		Senior Systems
9	Additional Positions	Hourly	\$72.03		Sr. Passenger
10	Additional Positions	Hourly	\$99.04		Systems Admin

1. Respondent's Certification Form

I have carefully examined the Solicitation and any other documents accompanying or made a part of this Solicitations.

I hereby propose to furnish the goods or services specified in this Solicitation at the prices or rates quoted in my submittal. I agree that my submittal will remain firm for a period of up to one-hundred-twenty (120) days in order to allow the Aviation Authority adequate time to evaluate the submittals.

I certify that all information contained in this Solicitation is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this Solicitation on behalf of the Respondent as its act and deed and that the Respondent is ready, willing and able to perform if awarded the Contract.

I certify, under oath, that this Solicitation is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a Solicitation for the same product or service. I further certify that no officer, employee or agent of the Aviation Authority or any other Respondent has a financial interest in this Solicitation. I further certify that the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Company

Barich, Inc.

Bidder's Signature

Justin Phyl

Print Name and Title

Justin Phyl
President

Address:

2241 E. Pecos Rd.
ste 2,
Chandler, AZ 85225

Date

09/12/23

Duns Number

[Redacted]

Federal Tax Id Number

[Redacted]

Email:

justin.phyl@barich.net

The Aviation Authority only requires Company Federal Tax Id numbers. The Aviation Authority is not requesting individual social security numbers

Sworn to and subscribed before me by means of:

☒ physical presence or ☐ online notarization

this day of 12 September 2023

by Justin Phyl who is

☐ Personally Known; or ☒ Produced Identification. Type of identification produced: [Check applicable box to satisfy identification requirement of FLA. Stat. §117.05]
STATE OF FLORIDA)

COUNTY OF

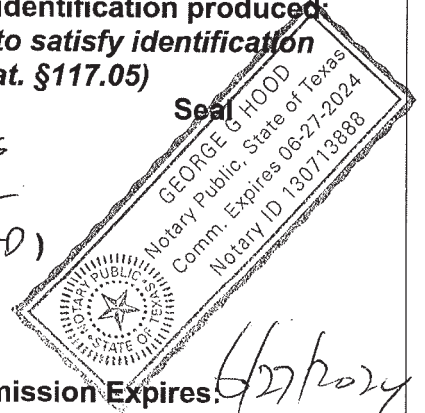
(Ft. Bend)

Notary Public My Commission Expires.

6/27/2024

Printed, typed or stamped commissioned name of Notary Public)

George G. Hood



2. Addendum Receipt Verification

Respondents must acknowledge each addenda on this form and include with your Response submittal. Failure to acknowledge and upload EACH addenda may result in a non-responsive Response. The undersigned acknowledges receipt of the following addenda to the Documents (Give number and date of each):

Addendum No. <u>1</u>	Dated <u>Aug 21, 2023 6:21 AM</u>
Addendum No. <u>2</u>	Dated <u>Aug 25, 2023 5:18 AM</u>
Addendum No. <u>3</u>	Dated <u>Aug 25, 2023 7:01 AM</u>
Addendum No. <u>4</u>	Dated <u>Sep 4, 2023 10:05 AM</u>
Addendum No. <u>5</u>	Dated <u>Sep 5, 2023 8:27 AM</u>
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____

Barich, Inc.
Company

Signature
Justin Phy
Print Name
President
Title

3. Conflict of Interest Disclosure Form

The award of this Contract is subject to the provisions of Chapter 112, Florida Statutes. All Respondents must disclose within their Response the name of any officer, director, employee or agent (or their spouse or child) who is also an employee or officer of the Aviation Authority.

By submission of this Response, the undersigned certifies, under penalty of perjury, that to the best of their knowledge and belief, have met the Florida Statute.

Comments:

Acknowledged by:

Justin Phy, President

Firm Name:

Barich, Inc.

Signature of Authorized Representative:



Name and Title (Print or Type):

Justin Phy, President

Date:

9 / 11 / 23

4. Certification Regarding Prohibition Against Contracting with Scrutinized Companies

I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies that Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this solicitation is for a Contract for goods or services of one million dollars or more, I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the Aviation Authority may immediately terminate any Contract resulting from this solicitation upon written notice if the undersigned entity (or any of those related entities of Respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any Contract for goods or services of one million dollars or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

Name of Respondent: Barich, Inc.

By: 
(Authorized Signature)

Title: President

Date: 9/11/23

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Barich, Inc.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate ☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) ► _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
	5 Address (number, street, and apt. or suite no.) See instructions. #283, 24200 SW Fwy Ste 402	Requester's name and address (optional)
	6 City, state, and ZIP code Rosenber, TX 77471	
7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
			-			-			
or									
Employer identification number									
			-						

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ► <i>Cally White</i>	Date ► 02/07/2024
-----------	---	-------------------

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

5. E-Verification Certification Form

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use the Employment Eligibility Verification System (E-Verify) to verify the work authorization status of all newly hired employees. The E-Verify system can be obtained at the U.S. Department of Homeland Security website: <http://www/dhs.gov/E-Verify>.

"Contractor" means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration (also referred to as Bidder, Vendor or Contractor).

"Subcontractor" means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration (also referred to as Sub- Vendor or Sub-Contractor).

Vendor/Contractor/Subcontractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

- All persons employed by Vendor/Contractor/Sub-Contractor during the term of the contract, (including assigned sub-vendors/sub-contractors/sub-contractors), to perform employment duties within Florida and any work in pursuant to the contract with the Aviation Authority.

By entering into a contract with the Aviation Authority, the Contractor/Contractor becomes obligated to comply with the provisions of Section 2. Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien.

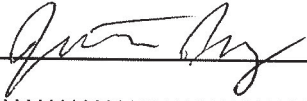
The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of resulting contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court of Orange County, Florida no later than 20 calendar days after the date of termination. If the resulting contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

I hereby acknowledge and agree that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the resulting contract with the Greater Orlando Aviation Authority.

Company Name: Barich, Inc.

Authorized Name: Justin Phy

Title: President

Signature: 

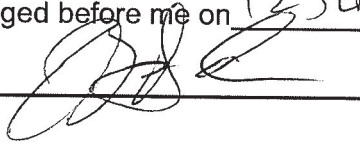
Date: 09/12/23

State of Texas

County of Harris

This instrument was acknowledged before me on 12 September 2023

(Date)
GEORGE G HOOD
Notary Public, State of Texas
Comm. Expires 06-27-2024
Notary ID 130713888

Notary Public Signature 

Small Business Action Plan

Greater Orlando Aviation Authority | 24-101-RFP
Information Technology (IT) Continuing Consulting Services
September 13, 2023

#283
24200 SW Fwy Ste 402
Rosenberg, TX 77471
PHONE: 1 (480) 361-4122
WEB: www.barich.net

Barich, Inc. is pleased to present our Small Business Action Plan (Plan) to the Aviation Authority in response to 24-101-RFP Information Technology (IT) Continuing Consulting Services. The Aviation Authority has our full commitment to implementing this Plan to maximize Small Business participation and development in a robust, meaningful matter, reduce barriers of entry for Small Businesses, and promote development of Small Business.

We understand we must comply with the Small Business participation requirements for this Contract. We further understand that the Aviation Authority's Professional Service participation program goal is 17% for Goods and Services and that, for this RFP, Small Business participation will be assessed on a case by cases basis, based on each project's actual scope of work and availability. We look forward to working with the Aviation Authority in achieving its goals in this important area.

We have selected **five (5) small businesses** to serve the Aviation Authority as subconsultants to fully build out our Team. These expert specialty firms are the core component of our focus to providing local economic development and small business growth opportunity to the region. Each of these firms is highly capable in their area of expertise and will play a key role in the delivery of high-quality services under this contract. It is our intent to prioritize the growth and development of these small businesses through assignments to meaningful work to the extent that the experience, qualifications, and capacity are appropriate for the scope of work.

Below we provide each section requested by the Aviation Authority. However, before doing so, we would like to note up front that Barich, Inc. brings a very **experienced perspective** to this, being a small business itself. We understand and share the sense of value that each client brings to a small business and how important it is to work hard and provide success in everything you are tasked to do. We also understand what it is like working with larger, less personable companies whose values and client engagement standards do not align with ours. As such, we will take great care in ensuring our small business partners are continually brought into the fold and provided every opportunity to succeed.

1. Key Personnel

Frank Barich will serve as the Lead Individual (or Engagement Manager) for this contract. In this role, he will manage the overall relationship with the Aviation Authority, provide oversight of the Barich Team, and be ultimately accountable for the services provided—and thereby, this Plan. Frank has been with Barich from the beginning and, as a member of our Executive Team, has the corporate level authority to make any decisions necessary to ensure success. Frank will be on-site often, and upon request by the Aviation Authority, to effectively engage internal and external stakeholders, and to ensure adequate and appropriate levels of coordination. Frank will work closely with the Aviation Authority's Leadership Team to create and maintain alignment of the Barich Team's service offerings with the Aviation Authority's immediate needs and long-term strategy.

Marty Wilson, as our Internal PMO Lead, will support Frank by proactively developing a high-level Portfolio Management Plan to forecast the scope, schedule, resources, and budget needs of



all known and potential projects within the Aviation Authority's portfolio. He will coordinate with and respond to feedback from Frank and the Aviation Authority Leadership Team to ensure delivery of the highest quality services at the best possible value. Marty will maintain regular and open communications with each of our small business companies.

In this capacity, Marty will oversee the Barich Team's alignment with the Small Business Action Plan.

Marty Wilson

Internal PMO Lead and Small Business Action Plan Point of Contact

(M) 480.648.7825

(E) martin.wilson@barich.net

2. Outreach

Marty Wilson will be the primary liaison between the Barich Small Business Engagement Program and all local small business subconsultant resources. As Purchase Order requests are issued, Marty will provide initial assessment and oversee our team's sourcing and provisioning of resources according to the strategic interests of the Authority. Ideally, Marty will even know of upcoming needs before requests become official so he can begin identifying small business partners with resources.

In this role, Marty will foster the partnering relationship with each company to achieve the Small Business participation requirements of the Aviation Authority, and to broaden and strengthen the capabilities and airport-specific experience of the local small business community. This will include:

- ✓ Periodic workshops with the collective group of small business subconsultants to share updates regarding the progress of activities at the Aviation Authority and what new things are on the horizon.
- ✓ Outreach activities for collaboration on project proposals.
- ✓ Coaching/mentoring meetings.
- ✓ Project debriefs.
- ✓ Training.
- ✓ Other support as needed.

The frequency on these activities will vary.

- ✓ During periods of inactivity, we will target email outreach at least every other month to stay in step with their capabilities. Depending on our partners' schedules, we will seek to set up conference calls each quarter. These may spur additional meetings in which we introduce our partners to other experts on our team to broaden their understandings and potentially identify training or project opportunities previously unknown.
- ✓ During periods of project activity, Marty will remain in closer contact with our partners and can enable opportunities for mentorship or engagement with other team members.
- ✓ Whenever feasible, Marty or Frank will tie in engagement with our local members while they are on-site at MCO.

3. Growth/Development

As a small business, we fully understand the fact that growth and development are vital to the success of a small business. We have been blessed with the opportunity to prove ourselves on multiple occasions by being engaged by clients who trusted that we could achieve something that was not already on our resume. Our relationship with other small businesses often starts in the same way. With every new contract we pursue, we are presented with the opportunity to



bring along existing partners and put our trust in some new ones. In the end, all the firms on our team have a common goal, which is to support the needs of the Aviation Authority with excellence.

This being the case, we do not intend to have a unique or siloed approach to growth and development for each separate small business. Everyone wins—especially the Aviation Authority—when we create a community of small businesses that **work together** to maximize the quality and value of services provided under this contract. We do not want our subconsultants to see each other as competitors for a project, but rather potential partners on the same project. This is evidenced by the fact that other members of our team—such as Burns, M2P, and Hahn—all provide some overlapping services to Barich, Inc and we have worked together on many projects. Some companies would avoid this at all costs. We embrace it.

In this light, each small business has an on-the-job development opportunity where growth comes from engagement with the Aviation Authority stakeholders, Barich team members, and peers from other subconsultant firms. And, if some handholding is needed, there is a team in place to provide that support. This will open the door to relationships and growth opportunities that extend beyond the contract with the Aviation Authority.

Below is a listing of the small businesses included in our proposal with an early vision for their plans for growth and development under this contract:

Small Business Partners + Opportunities	Certification Type
Ace Applications, LLC is a mature IT solution provider with over 20 years of experience in municipal organizations, including the Aviation Authority. Key opportunities for assisting Ace Applications will likely be in an expansion of partnering opportunities in new airport-specific innovations throughout the country. For example, we have already included them on a project for RDU airport.	Minority-Owned Business
Carolyn Binder, CPA, LLC is a mature sole proprietor with roots going back years in the Aviation Authority Finance office. Carolyn is well positioned to support Barich—having successfully done so on past projects—with airport finance consulting services for many of our clients and we will continue to seek opportunities to work together in the future.	Woman-Owned Business
Certified Network Professionals, Inc. (CNP) is a mature network security focused company with experience in airports and seaports in the Southeast US. We anticipate creating opportunities for growth and development in locations across the country. Key to this will likely be the need to provide guidance and feedback on business-related issues to scale the company to meet increased demand. Of note, one of our team members Burns Engineering has already collaborated with CNP on other projects.	Minority-Owned Business
TriOrb Solutions, LLC has been in business for over a decade and provides services that are complementary to much of the work that we do at Barich. There is strong potential for us to assist TriOrb in the development of certain business aspects as they grow as well as expand opportunities to work together in other airports. See our proposal where we describe a program we are particularly excited to partner	Minority-Owned Business Veteran-Owned Business



Small Business Partners + Opportunities	Certification Type
with TriOrb on related to research and concept development. We plan to also help them expand their University Student support program, providing a new mechanism of introducing these students to the Aviation industry.	
Trulight, LLC provides highly valuable IT Strategy, Cyber Security, and Regulatory Compliance services that complement many of the core service offerings at Barich. We are well prepared to assist Trulight in working through many of the challenges that we experienced as our company grew as well as finding many new opportunities to work together throughout the Aviation industry.	Veteran-Owned Business

General certification types shown; we have confirmed that each small business maintains an active certification status in the programs accepted by the Aviation Authority

The following matrix shows a way we can track growth. We will fully develop this for each small business as Marty engages with each.

<u>[Firm Name]</u>	<u>Small Business Growth</u>	<u>Airport Experience</u>	<u>Specific Skills</u>
Objectives			
Action Plans			
Status Updates			

4. Identify Opportunities

In response to the Aviation Authority's RFP, we have provided very detailed descriptions on opportunities for each of our partner firms. Please see Tab 3, section 3.2 for a full walkthrough of our approach to the scope of services. Then, see the Tab 8 Compliance-Expertise Matrix which provides a detailed walkthrough of the scope of services, technologies, and current commercial products, aligned with each firm on our team that provides the services.

5. Bond and Insurance

Barich, Inc.'s Corporate Vice President will work directly with the appropriate personnel at each small business subconsultant to coach them through the process of obtaining Bond and/or Insurance as required. We have already started this ball rolling by reaching out to our own insurance agent for advice on ways to support our partners in this regard.

6. Prompt Payment

Barich commits to paying our small business subcontractors within 10 days of receiving payment from the Aviation Authority.

7. Change Orders/Amendments

Barich, Inc. affirms that all change orders and contract amendments are to be fully executed before starting the work.

8. Apprenticeship, Mentorship or Other Training Programs

The following describes approaches to which we will commit in helping develop our partner firms.

Full Team Integration: Barich, Inc. is 100% focused on the aviation industry and have built our firm around that specific subject matter expertise. As such, we often seek Small Business Partners that perform work that does not require unique airport subject matter expertise to fill the gaps within our internal team. These services are often related to technical IT capabilities and project coordination and management. When we add a member to our Team, we do not simply hand out tasks to be completed; we work to *integrate the firm and the individuals into our Team as true partners*. We mentor these individuals in their growth of understanding of the aviation industry and seek to expose them to new opportunities where possible.

Aviation Industry Engagement: An area of passion for us that we can grow within a small business is *nurturing their engagement with other stakeholders in the airport industry*. The airport industry is quite unique, and around the world, airports are dealing with challenges that range from technical, to regulatory, commercial, and political. However, in every year that passes more challenges get resolved. This is not because a specific airport, airline, consultant, or solution provider solved a problem; it is because these stakeholders came together and collaborated on what is needed to overcome the obstacles and create a better solution for the industry. Especially over the last few decades, airlines and airports have grown into much closer cooperation. This level of collaboration is necessary and contributes strongly to the ultimate benefit of all stakeholders. This plays out in various ways, including through industry associations, airport to airport collaboration, airport to airline collaboration, and multi-stakeholder collaboration between airports, airlines, regulatory agencies, consultants, and solution providers. These collaborations may be information sharing regionally, pilot programs nationally, or the development of new standards internationally. We seek to get our partners to find the opportunities to join the collaboration and start helping to improve the industry for their own benefit and that of the industry.

Culture of Innovation Development: Another impact we can have on a small business is helping to *encourage the development of a culture of innovation*. This can leave a profound and lasting impression on the future of the company. This means:

- ✓ We can assist our small business subconsultants in understanding that the culture of innovation is a holistic workplace culture that encourages free thinking, an experimental approach to creating solutions, and a willingness to learn to generate new or improved products, services, or processes.
- ✓ We can encourage them to bring diverse perspectives to the table and promote a sense of belonging for all staff members where everyone feels their voice is welcomed and heard.

We will seek opportunities to engage on this level where our partners welcome it.

A great example of a formal mentoring relationship goes back to 2013, where Barich, Inc. volunteered for a joint program with the City of San Antonio Small Business Office and Alamo College to mentor a local Small Business. We selected a small minority-owned firm by the name of NoMotion Software, who provides cybersecurity and mobile application development services. The program lasted for two years, during which, we conducted monthly working



sessions focused on building and growing a small business. We were able to pass on many lessons that we learned the hard way during the early years of our company. When the program ended, we maintained a professional relationship and friendship. We have pursued a few contracts together and continue looking for opportunities to support one another.

Another example is specific to our success with *internships*. In the summer of 2016, we brought in Tyler Wilson as an intern. This was such a success that we brought him in for each summer after that, plugging him directly in to several projects, including some for the Aviation Authority. Then in 2021, we hired Tyler and he has become an integral part of our team.

Other Team Member's Programs

As we have mentioned our emphasis on full team integration, it is worth spotlighting that other members of our team have programs to help foster development.

✓ **AceApplications**

- *Small Business Mentoring* - Recently AceApplications participated in the inaugural Accelerate Central Florida Cohort by the African American Chamber of Commerce. The cohort consisted of 10 local Orlando small businesses that matriculated together over a 9-month period to grow our various small businesses. Within the program, AceApplications was the firm with the highest revenue, most government contracts and largest number of employees. What occurred naturally is that a number of the smaller small businesses in the group often turned to AceApplications for advice and guidance for their businesses. So consequently, the program for Ace became one of not just learning for us, but where we served as mentors to over 5 other small businesses.
- *Young Professional Mentoring Through Student Internships* – AceApplications has maintained a strong student internship program for more than 15 years. Our firm is partnered with the University of Central Florida, where we recruit and hire high-potential students from the College of Business, College of Engineering and Computer Science. We hire students from these departments and provide challenging real-world assignments on IT and software projects, as well as in sales and marketing. Our students are encouraged to learn and to operate interdependently, while our full-time staff serves as supervisors and professional mentors guiding the students to achieve their full potential.

- ✓ **Hahn Integrated Systems** - while working on the final stages of Orlando International Airport's Terminal C project as OARs, the firm sponsored paid *internships* during the Spring semester of 2022 and during the summer of 2022 for two college students working towards degrees in sound/audio technology and engineering respectively. Both students received a special insight into the 65+ low voltage systems going into the construction of the airport's newest terminal. Working alongside our team members, these students learned about system planning, designing, construction, installation, testing and maintain of equipment and systems, as well as many of the technologies and engineering requirements that go into making a major airport terminal function. From comm and server rooms, to the PON (Passive Optical Network), to Fire Safety Systems, electronic e-gates, digital signage, and visual guidance docking systems for airplanes, these students gained a once in a lifetime glimpse of the complexity of systems and their importance infrastructure in building facilities.
- ✓ **TriOrb Solutions** - *Apprenticeship and Internship programs*: Our programs offer a unique opportunity to blend classroom knowledge with practical skills, setting our staff on a path towards professional success. We believe in nurturing emerging talent. Our Apprenticeship-Internship Programs are designed to provide you with a



comprehensive learning experience that bridges the gap between academic learning and practical application. Our successes from this program have resulted in:

- Telecommunications Technician: (2) full-time embedded technicians support the Asset Protection Team (Electronic Security Maintenance) for the 9th largest Public School District Orange County Public Schools.
- Information Technician: (6) Warranty Technicians at United Data Technologies; (1) IT Service Technician at Moffit Cancer; (1) Associate Software Engineer @Properties
- Cyber Security Specialist: (1) Army Cyber Specialist working in Augusta GA
- Miscellaneous:(2) started their own businesses.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/13/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER McDonald & Wessendorff Insurance 611 Morton Street Richmond TX 77469		CONTACT NAME: Shanda Conroy PHONE (A/C, No, Ext): (281) 342-2857 E-MAIL ADDRESS: shanda@mcwess.com FAX (A/C, No): (281) 342-7367	
INSURED Barich, Inc 24200 SW Fwy Suite 402 #283 Rosenberg TX 77469		INSURER(S) AFFORDING COVERAGE INSURER A: Certain Underwriters At Lloyds INSURER B: Evanston Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 35378	

COVERAGES**CERTIFICATE NUMBER:** CL2392223525**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			ESM1339777330	09/23/2023	09/23/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
	☒ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			ESM1339777330	09/23/2023	09/23/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	☒ UMBRELLA LIAB ☒ EXCESS LIAB DED RETENTION \$			MKLV4EUL104775	09/23/2023	09/23/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N ☐ N / A						PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability Network Security Liability (Cyber)			ESM1339777330	09/23/2023	09/23/2024	Each Claim 2,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

[Job #: 24-101-RFP Job Type:]

The general liability, professional liability, and auto liability policies include a blanket automatic additional insured endorsement that provides additional insured status to the certificate holder only when there is a written contract between the named insured and the certificate holder that requires such status. The general liability policy contains a special endorsement with "primary and non-contributory" wording. The general liability, professional liability, and auto liability policies include a blanket automatic waiver of subrogation endorsement that provides this feature only when there is a written contract between the named insured and the certificate holder that requires it.

The general liability, professional, and auto policies include a blanket notice of cancellation to the certificate holders endorsement, providing for 30 days

CERTIFICATE HOLDER**CANCELLATION**

Greater Orlando Aviation Authority 5855 Cargo Road Orlando FL 32827	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---

© 1988-2015 ACORD CORPORATION. All rights reserved.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

04/29/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER AP INTEGO INSURANCE GROUP, LLC 375 Woodcliff Dr. Suite 103 Fairport NY 14450		CONTACT NAME: AP Intego Insurance Group, LLC PHONE (A/C, No, Ext): 888-289-2939 E-MAIL ADDRESS: certs@apintego.com FAX (A/C, No):	
INSURED Barich Inc 2241 E Pecos Rd Suite #2 Chandler AZ 85225		INSURER(S) AFFORDING COVERAGE INSURER A: Technology Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 42376	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY ☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR ☐ GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC	☐	☐				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ HIRED AUTOS ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS	☐	☐				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$	☐	☐				EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICE/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	☐ Y / ☐ N N / A	☒ X	TWC4298721	09/02/2023	09/02/2024	☒ WC STATUTORY LIMITS ☐ OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
		☐	☐				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Waiver of Subrogation is granted in favor of Greater Orlando Aviation Authority in regard to the Workers' Compensation as their interest may appear by written contract.

CERTIFICATE HOLDER**CANCELLATION**

Greater Orlando Aviation Authority P.O. Box 140528 Orlando FL 32827	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
---	--

© 1988-2010 ACORD CORPORATION. All rights reserved.

ACORD 25 (2010/05)

The ACORD name and logo are registered marks of ACORD

Clear All

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

Any person or organization as required by written contract

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective	9/2/2023	Policy No.	TWC4298721	Endorsement No.	0
Insured	Barich Inc			Premium \$	2,517
Insurance Company	Technology Insurance Company, Inc.				

Countersigned by _____



AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

AGENCY McDonald & Wessendorff Insurance		NAMED INSURED Barich, Inc
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** Certificate of Liability Insurance: Remarks

advance notice if the policy is cancelled by the company other than for nonpayment of premium, for which 10 days notice is given. The endorsement does not provide for notice of cancellation if the named insured requests cancellation.

- c. the reasons why **you** believe that this incident could give rise to a claim under this Policy;
- d. the identity of the potential claimant; and
- e. an indication as to the size of the claim that could result from this incident.

In respect of **INSURING CLAUSES 2, 3, 4 and 5**, if **you** discover a **cyber event** **you** may only incur costs without **our** prior written consent within the first 72 hours following the discovery and any **third party** costs incurred must be with a company forming part of the **approved claims panel providers**. All other costs may only be incurred with the prior written consent of the **claims managers** (which will not be unreasonably withheld).

2. Additional insureds

We will indemnify any **third party** as an additional insured under this Policy, but only in respect of sums which they become legally obliged to pay (including liability for claimants' costs and expenses) as a result of a **claim** arising solely out of an act committed by **you**, provided that:

- a. **you** contracted in writing to indemnify the **third party** for the **claim** prior to it first being made against them; and
- b. had the **claim** been made against **you**, then **you** would be entitled to indemnity under this Policy.

Before **we** indemnify any additional insured they must:

- a. prove to **us** that the **claim** arose solely out of an act committed by **you**; and
- b. fully comply with **CONDITION 1** as if they were **you**.

Where **we** indemnify a **third party** as an additional insured under this Policy, this Policy will be primary and non-contributory to the **third party's** own insurance, but only if **you** and the **third party** have entered into a contract that contains a provision requiring this.

Where a **third party** is treated as an additional insured as a result of this Condition, any **claim** made by that **third party** against **you** will be treated by **us** as if they were a **third party** and not as an insured.

3. Agreement to pay claims (duty to defend)

We have the right and duty to take control of and conduct in **your** name the investigation, settlement or defense of any **claim**. **We** will not have any duty to pay **costs and expenses** for any part of a **claim** that is not covered by this Policy.

You may ask the **claims managers** to consider appointing **your** own lawyer to defend the **claim** on **your** behalf and the **claims managers** may grant **your** request if they consider **your** lawyer is suitably qualified by experience, taking into account the subject matter of the **claim**, and the cost to provide a defense.

16. Our rights of recovery

If **we** make any payment under this Policy and **you** have any right of recovery against a **third party** in respect of this payment, then **we** will maintain this right of recovery. **You** will do whatever is reasonably necessary to secure this right and will not do anything after the event which gave rise to the claim to prejudice this right.

We will not exercise any rights of recovery against any **employee**, unless this is in respect of any fraudulent or dishonest acts or omissions as proven by final adjudication, arbitral tribunal or written admission by the **employee**.

Any recoveries will be applied as follows:

- a. towards any recovery expenses incurred by **us**;
- b. then to **us** up to the amount of **our** payment under this Policy, including **costs and expenses**;
- c. then to **you** as recovery of **your deductible**.

17. Prior subsidiaries

Should an entity cease to be a **subsidiary** after the **inception date**, cover in respect of the entity will continue as if it was still a **subsidiary** during the **period of the policy**, but only in respect of an act, error, omission or event occurring prior to the date that it ceased to be a **subsidiary**.

18. Process for paying privacy breach notification costs

Any **privacy breach** notification transmitted by **you** or on **your** behalf must be done with **our** prior written consent. **We** will ensure that notification is compliant with any legal or regulatory requirements and contractual obligations. No offer must be made for financial incentives, gifts, coupons, credits or services unless with **our** prior written consent which will only be provided if the offer is commensurate with the risk of harm.

We will not be liable for any portion of the costs **you** incur under **INSURING CLAUSE 3 (SECTION E only)** that exceed the costs that **you** would have incurred had **you** gained **our** prior written consent. In the absence of **our** prior written consent **we** will only be liable to pay **you** the equivalent cost of a notification made using the most cost effective means permissible under the governing law.

19. Waiver of subrogation

Notwithstanding **CONDITION 16**, **we** agree to waive **our** rights of recovery against any **third party** if, prior to the claim or incident which **you** reasonably expected to give rise to a claim, **you** entered into a contract that contains a provision requiring **you** to do this.



ADDENDUM NO. 1
QUESTION & ANSWER REPORT
Solicitation No. 24-101-RFP
INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

RESPONSE DEADLINE: September 13, 2023 at 11:00 am

Monday, August 21, 2023

1. Budget

Question: What is the estimated budget or approximate spending on the current incumbent contract?

Answer: Estimated amount of \$15,000,000.00 for five years

2. Required Forms

Question: In the RFP Page 22, subsection d., subsection 1. Response Forms to be turned in to the Aviation Authority. "The Response forms, (1 through 9) shall be completed and signed by the Respondents duly authorized representative". In the RFP we only see the following forms and required documents: 1) Respondents Certification Form 2) Addendum Receipt of Verification, 3) Conflict of Interest Disclosure Form 4) Cert Regarding Prohibition .. 5) E-Ver8ificaiton Cert Form, 6) MWBE Forms, 7) Current W9, and 8) Proof of Insurance. What is the additional form(s) required? Online it has a Financial Form and we don't see a Financial Form Attached. Is this our company financial documents?

Answer: 1. Additional Information - please refer to Tab 9 - Additional Information if needed. This section refers to any additional information that the Aviation Authority may require. 2. The Aviation Authority is requesting Respondent to submit the most recent audited annual financial statements. This financial documentation shall be uploaded as a separate attachment via the e-procurement platform and be clearly labeled as follows: "Confidential Financial Records Submitted under Seal and Exempt from Florida Public Records Disclosure." (Reference Florida Statutes Section 119.071(1)(c) for exemption on financial records.) Please refer to Section 3.1.e of the Solicitation.

3. Current vendor(s)

Question: Is this a new initiative? If not, please provide the names of the current vendor(s) providing the services.

Answer: No. a. Advanced IT Concepts Inc. (AIRC) b. Barich Inc. c. Faith Group Consulting, LLC d. Technology Management Corporation (TMC)

4. No subject

Question: Can you please let us know the previous spending of this contract?

Answer: Please submit a Public Records request to the Aviation Authority's Custodia of Public Records at: www.orlandoairports.net/publicrecords.

5. Incumbent(s)

Question: Please confirm if we can get the proposals or pricing of the incumbent(s).

Answer: Please submit a Public Records request to the Aviation Authority's Custodia of Public Records at: www.orlandoairports.net/publicrecords.

6. Pain points

Question: Are there any pain points or issues with the current vendor(s)?

Answer: No. The term of the current contract will expire so we're putting it out for rebid.

7. Number of awards

Question: Please confirm the anticipated number of awards.

Answer: The solicitation will have multiple awards. If an award is made, the Aviation Authority may reserve the right to award to two or three Respondents.

8. Award

Question: How many Vendors are you planning to award?

Answered by Fatima Calkins: The solicitation will have multiple awards. If an award is made, the Aviation Authority may reserve the right to award to two or three Respondents.

9. No subject

Question: Does the contractor need broad experience in all the commercial products provided?

Answer: Due to the volume and broad scope of commercial products listed, it is expected that the proposing Consultant may augment their own experience by teaming with other 'sub-consultants' to cover the product experience requirements.

10. No subject

Question: Is one (1) vendor handling all of the commercial products?

Answer: No. The Aviation Authority utilizes many different commercial products supported by different Vendors.

11. No subject

Question: Will the Authority be willing to negotiate the terms of the contract outside of the Q&A period?

Answer: The respondent must submit the exceptions before the deadline for submittal of questions. Please refer to Section 1.12 - Exceptions to Terms and Conditions within the Solicitation.

12. No subject

Question: Will the Authority give the Consultant the right to terminate for the Authority's breach?

Answer: If the Aviation Authority breaches the contract, then the Consultant can pursue any legal rights.

13. No subject

Question: Will the Authority include an industry standard limitation of liability clause, excluding consequential and punitive damages and limiting the amount of the direct damages for Consultant's services to the amount of all fees paid by the Authority to Consultant?

Answer: No.

14. No subject

Question: Will the Authority limit indemnification to third party claims?

Answer: No.

15. Public Record Request

Question: Please provide the contact information for submittal of public records request relating to this solicitation.

Aug 17, 2023 12:48 PM

Answer: Respondents must submit public records requests related to this solicitation to www.orlandoairports.net/publicrecords.

Aug 21, 2023 8:58 AM

Notices

Addendum #2

Posted At:

Sun, Aug 6, 2023 6:00 AM

Sealed Bid Process:

Yes (Bids Sealed / Pricing Sealed)

Private Bid: No

5. Vendor Submissions**1. Respondent Submittals (without Cost)***

Please Upload your COMPLETE response, including any and all required forms listed in the solicitation and the corresponding attachments.

(Do not upload cost information in here)

Please upload your response

*Response required

2. ~~Separate Cost Proposal*~~

~~Confirm that your fee proposal is not attached in your Proposal and is attached separately here.~~

~~*Please upload your response*~~

~~*Response required~~

3-~~Finance Form~~

Confirm that your Finance form is not attached in your Proposal and is attached separately here.

Please upload your response

4-~~3~~. Small Business Action Plan and Participation

Confirm that your Small Business Action Plan and Participation is not attached in your Proposal and is attached separately here.

Please upload your response

5-~~4~~. Certification and Acknowledgement*

I certify that I have read, understood and agree to the terms in this solicitation, and that I am authorized to submit this response on behalf of my company.

Yes

No

*Response required

6. Attachments

Project Documents

- 24-101-RFP-PS_IT_Continuous_Consultant_Services_-_MASTER.pdf

Attachments

- A - 24-101-RFP Compliance-Expertise Matrix



ADDENDUM NO. 3
QUESTION & ANSWER REPORT
Solicitation No. 24-101-RFP
INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

RESPONSE DEADLINE: September 13, 2023 at 11:00 am

Friday, August 25, 2023

1. RFP Document

Question: The current PDF file can't be printed, or text copied. Could you please provide Word version of the RFP or a PDF in which the text could be copied from?

Answer: The solicitation is password protected, and the Aviation Authority can't provide an MS Word copy.

2. Tab 5 - Approach and Methodology items A, B, and C

Question: "Tab 5 - Approach and Methodology" seems to require proposers to provide direct responses to sections A. Project Work Plan, B. Project Schedule, and C. Implementation Plan (referred to as "required information"). However, since the scope of services is a list of potential service areas and not a specific project with start dates and phases of work, it is challenging to understand what is desired for items A, B, and C. Could the Aviation Authority further clarify what they desire to see in response to sections A, B, and C?

Answer: Tab 5 - Approach and Methodology has been revised. Please refer to the Attachment "A-3".

3. 6. MWBE FORMS - Pg 44-45

Question: The "Letter of Intent/Affirmation" form on page 44 includes several spaces in which an estimated dollar value is to be entered and committed to for each MWBE firm (there is a table with headers of "scope of work, quantity, rates, and total" as well as lines for years 1-3, total term, and percentage). Also, the "MWBE Disbursement Form" on page 45 includes similar fields. Since this is an as-needed contract (with no exact budget or scope from which proposers could derive \$ estimates), should proposers enter N/A under any fields dealing with estimated dollar values? (while still committing to the overall contract percentage goal as required under Tab 6)

Post Information

Notices

Addendum #4

Sep 4, 2023 1:05 PM

Posted At:

Sun, Aug 6, 2023 6:00 AM

Sealed Bid Process:

Yes (Bids Sealed / Pricing Sealed)

Private Bid: No

4. Pricing Table

YEAR ONE - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	
2	Associate Business Analyst	Hourly	
3	Business Analyst	Hourly	
4	Clerical	Hourly	
5	Consultant	Hourly	
6	Contract Administrator	Hourly	
7	Design Technician	Hourly	
8	Database Administrator	Hourly	
9	GIS Admin/Analyst	Hourly	
10	IT Architect	Hourly	
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	
15	Network Engineer	Hourly	
16	Principal	Hourly	
17	Principal Consultant II	Hourly	
18	Program/Project Manager	Hourly	
19	Project Coordinator	Hourly	

Line Item	Description	Unit of Measure	Unit Cost
20	Project Manager	Hourly	
21	Project-Program Coordinator	Hourly	
22	Senior Consultant	Hourly	
23	Senior Managing Consultant	Hourly	
24	Senior Project Manager	Hourly	
25	Service Desk Representative	Hourly	
26	Sr. App. Prog./Analyst	Hourly	
27	Sr. Business Analyst	Hourly	
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	
30	Sr. IT Systems Consultant	Hourly	
31	Sr. IT Systems Operator	Hourly	
32	Sr. IT Systems Specialist	Hourly	
33	Sr. Network Engineer	Hourly	
34	Sr. QA Engineer	Hourly	
35	Sr. Security Systems Specialist	Hourly	
36	Sr. Service Desk Representative	Hourly	
37	Sr. System Engineer	Hourly	
38	Sr. Systems Admin	Hourly	
39	Sr. Telecom Engineer	Hourly	
40	Subject Matter Expert (SME)	Hourly	
41	System Analyst	Hourly	
42	Telecom Engineer/Analyst	Hourly	
43	Travel Premium	Hourly	

ADDITIONAL POSITIONS - YEAR ONE

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
~~44~~ 1	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~45~~ 2	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~46~~ 3	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~47~~ 4	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~48~~ 5	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~49~~ 6	~~TBD~~ <u>Additional Positions</u>	Hourly		

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
7	Additional Positions	Hourly		
8	Additional Positions	Hourly		
9	Additional Positions	Hourly		
10	Additional Positions	Hourly		

YEAR TWO - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	
2	Associate Business Analyst	Hourly	
3	Business Analyst	Hourly	
4	Clerical	Hourly	
5	Consultant	Hourly	
6	Contract Administrator	Hourly	
7	Design Technician	Hourly	
8	Database Administrator	Hourly	
9	GIS Admin/Analyst	Hourly	
10	IT Architect	Hourly	
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	
15	Network Engineer	Hourly	
16	Principal	Hourly	
17	Principal Consultant II	Hourly	
18	Program/Project Manager	Hourly	
19	Project Coordinator	Hourly	
20	Project Manager	Hourly	
21	Project-Program Coordinator	Hourly	
22	Senior Consultant	Hourly	
23	Senior Managing Consultant	Hourly	
24	Senior Project Manager	Hourly	
25	Service Desk Representative	Hourly	
26	Sr. App. Prog./Analyst	Hourly	
27	Sr. Business Analyst	Hourly	
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	
30	Sr. IT Systems Consultant	Hourly	

Line Item	Description	Unit of Measure	Unit Cost
31	Sr. IT Systems Operator	Hourly	
32	Sr. IT Systems Specialist	Hourly	
33	Sr. Network Engineer	Hourly	
34	Sr. QA Engineer	Hourly	
35	Sr. Security Systems Specialist	Hourly	
36	Sr. Service Desk Representative	Hourly	
37	Sr. System Engineer	Hourly	
38	Sr. Systems Admin	Hourly	
39	Sr. Telecom Engineer	Hourly	
40	Subject Matter Expert (SME)	Hourly	
41	System Analyst	Hourly	
42	Telecom Engineer/Analyst	Hourly	
43	Travel Premium	Hourly	

ADDITIONAL POSITIONS - YEAR TWO

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
~~44~~ <u>1</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~45~~ <u>2</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~46~~ <u>3</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~47~~ <u>4</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~48~~ <u>5</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~49~~ <u>6</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
<u>7</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>8</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>9</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>10</u>	<u>Additional Positions</u>	<u>Hourly</u>		

YEAR ~~THREE-THREE~~ - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	
2	Associate Business Analyst	Hourly	
3	Business Analyst	Hourly	
4	Clerical	Hourly	
5	Consultant	Hourly	
6	Contract Administrator	Hourly	
7	Design Technician	Hourly	
8	Database Administrator	Hourly	
9	GIS Admin/Analyst	Hourly	
10	IT Architect	Hourly	
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	
15	Network Engineer	Hourly	
16	Principal	Hourly	
17	Principal Consultant II	Hourly	
18	Program/Project Manager	Hourly	
19	Project Coordinator	Hourly	
20	Project Manager	Hourly	
21	Project-Program Coordinator	Hourly	
22	Senior Consultant	Hourly	
23	Senior Managing Consultant	Hourly	
24	Senior Project Manager	Hourly	
25	Service Desk Representative	Hourly	
26	Sr. App. Prog./Analyst	Hourly	
27	Sr. Business Analyst	Hourly	
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	
30	Sr. IT Systems Consultant	Hourly	

Line Item	Description	Unit of Measure	Unit Cost
31	Sr. IT Systems Operator	Hourly	
32	Sr. IT Systems Specialist	Hourly	
33	Sr. Network Engineer	Hourly	
34	Sr. QA Engineer	Hourly	
35	Sr. Security Systems Specialist	Hourly	
36	Sr. Service Desk Representative	Hourly	
37	Sr. System Engineer	Hourly	
38	Sr. Systems Admin	Hourly	
39	Sr. Telecom Engineer	Hourly	
40	Subject Matter Expert (SME)	Hourly	
41	System Analyst	Hourly	
42	Telecom Engineer/Analyst	Hourly	
43	Travel Premium	Hourly	

ADDITIONAL POSITIONS - YEAR THREE

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
~~44~~ 1	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~45~~ 2	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~46~~ 3	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~47~~ 4	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~48~~ 5	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~49~~ 6	~~TBD~~ <u>Additional Positions</u>	Hourly		
7	<u>Additional Positions</u>	<u>Hourly</u>		
8	<u>Additional Positions</u>	<u>Hourly</u>		
9	<u>Additional Positions</u>	<u>Hourly</u>		
10	<u>Additional Positions</u>	<u>Hourly</u>		

YEAR FOUR - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	
2	Associate Business Analyst	Hourly	
3	Business Analyst	Hourly	
4	Clerical	Hourly	
5	Consultant	Hourly	
6	Contract Administrator	Hourly	
7	Design Technician	Hourly	
8	Database Administrator	Hourly	
9	GIS Admin/Analyst	Hourly	
10	IT Architect	Hourly	
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	
15	Network Engineer	Hourly	
16	Principal	Hourly	
17	Principal Consultant II	Hourly	
18	Program/Project Manager	Hourly	
19	Project Coordinator	Hourly	
20	Project Manager	Hourly	
21	Project-Program Coordinator	Hourly	
22	Senior Consultant	Hourly	
23	Senior Managing Consultant	Hourly	
24	Senior Project Manager	Hourly	
25	Service Desk Representative	Hourly	
26	Sr. App. Prog./Analyst	Hourly	
27	Sr. Business Analyst	Hourly	
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	
30	Sr. IT Systems Consultant	Hourly	

Line Item	Description	Unit of Measure	Unit Cost
31	Sr. IT Systems Operator	Hourly	
32	Sr. IT Systems Specialist	Hourly	
33	Sr. Network Engineer	Hourly	
34	Sr. QA Engineer	Hourly	
35	Sr. Security Systems Specialist	Hourly	
36	Sr. Service Desk Representative	Hourly	
37	Sr. System Engineer	Hourly	
38	Sr. Systems Admin	Hourly	
39	Sr. Telecom Engineer	Hourly	
40	Subject Matter Expert (SME)	Hourly	
41	System Analyst	Hourly	
42	Telecom Engineer/Analyst	Hourly	
43	Travel Premium	Hourly	

ADDITIONAL POSITIONS - YEAR FOUR

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
~~44~~ <u>1</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~45~~ <u>2</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~46~~ <u>3</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~47~~ <u>4</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~48~~ <u>5</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~49~~ <u>6</u>	~~TBD~~ <u>Additional Positions</u>	Hourly		
<u>7</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>8</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>9</u>	<u>Additional Positions</u>	<u>Hourly</u>		
<u>10</u>	<u>Additional Positions</u>	<u>Hourly</u>		

YEAR ~~FIVE-FIVE~~ - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

Line Item	Description	Unit of Measure	Unit Cost
1	App. Prog./Analyst	Hourly	
2	Associate Business Analyst	Hourly	
3	Business Analyst	Hourly	
4	Clerical	Hourly	
5	Consultant	Hourly	
6	Contract Administrator	Hourly	
7	Design Technician	Hourly	
8	Database Administrator	Hourly	
9	GIS Admin/Analyst	Hourly	
10	IT Architect	Hourly	
11	IT Buyer	Hourly	
12	IT Contracts Administrator	Hourly	
13	IT Contracts Manager	Hourly	
14	IT Systems Specialist	Hourly	
15	Network Engineer	Hourly	
16	Principal	Hourly	
17	Principal Consultant II	Hourly	
18	Program/Project Manager	Hourly	
19	Project Coordinator	Hourly	
20	Project Manager	Hourly	
21	Project-Program Coordinator	Hourly	
22	Senior Consultant	Hourly	
23	Senior Managing Consultant	Hourly	
24	Senior Project Manager	Hourly	
25	Service Desk Representative	Hourly	
26	Sr. App. Prog./Analyst	Hourly	
27	Sr. Business Analyst	Hourly	
28	Sr. Engineer I	Hourly	
29	Sr. IT Architect	Hourly	
30	Sr. IT Systems Consultant	Hourly	

Line Item	Description	Unit of Measure	Unit Cost
31	Sr. IT Systems Operator	Hourly	
32	Sr. IT Systems Specialist	Hourly	
33	Sr. Network Engineer	Hourly	
34	Sr. QA Engineer	Hourly	
35	Sr. Security Systems Specialist	Hourly	
36	Sr. Service Desk Representative	Hourly	
37	Sr. System Engineer	Hourly	
38	Sr. Systems Admin	Hourly	
39	Sr. Telecom Engineer	Hourly	
40	Subject Matter Expert (SME)	Hourly	
41	System Analyst	Hourly	
42	Telecom Engineer/Analyst	Hourly	
43	Travel Premium	Hourly	

ADDITIONAL POSITIONS - YEAR FIVE

Please enter the position name in the Comments Section. If not applicable, mark as NO Bid.

Line Item	Additional Positions	Unit of Measure	Hourly Rate	Comments
~~44~~ 1	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~45~~ 2	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~46~~ 3	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~47~~ 4	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~48~~ 5	~~TBD~~ <u>Additional Positions</u>	Hourly		
~~49~~ 6	~~TBD~~ <u>Additional Positions</u>	Hourly		
7	<u>Additional Positions</u>	<u>Hourly</u>		
8	<u>Additional Positions</u>	<u>Hourly</u>		
9	<u>Additional Positions</u>	<u>Hourly</u>		
10	<u>Additional Positions</u>	<u>Hourly</u>		



ADDENDUM NO. 5
QUESTION & ANSWER REPORT
Solicitation No. 24-101-RFP
INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

RESPONSE DEADLINE: September 13, 2023 at 11:00 am

Tuesday, September 5, 2023

1. MWBE Question

Question: Is using an M/WBE subconsultant necessary? What if the prime contractor is a certified MBE & DBE in multiple states? Would that suffice for not having to bring other/subconsultants M/WBE's on board?

Answer: Section 3.5 (b) of the RFP states All Proposers are hereby notified that they must comply with the Small Business participation requirements for this Contract. This means that even if you are a certified small business, you still need to comply with this requirement.

2. Upcoming IT projects

Question: What are the top 3-5 upcoming IT projects you anticipate needing consulting services for?

Answer: The Aviation Authority has no specific IT projects anticipated at this time.

3. Evaluation Criteria mention airport clients

Question: The Evaluation Criteria mention airport clients as a consideration - would other large complex organizations qualify as comparable for the experience evaluation?

Answer: The Evaluation Criteria will be based on the criteria listed in Section 3.2.b. Please refer to Tab 3 for Respondent's Experience and Qualifications requirements. The Respondent must provide performance records on contracts with other government agencies or public bodies and private industry.

4. MWBE participation goal

Question: The RFP mentions a 17% MWBE participation goal. Is this goal mandatory or voluntary?

Answer: Section 3.5 (c) of the RFP states: For this RFP Small Business participation will be assessed on a case by case basis, based on each project actual scope of work and availability.

5. MWBE goal

Question: Will there be an opportunity to meet the MWBE goal after the contract award if we don't fully meet it in our initial proposal?

Answer: For the Section 3.5 (a) of the RFP states, The Aviation Authority is seeking a detailed Small Business Action Plan that the proposer will commit to implementing in order to maximize Small Business participation. On this Action Plan the Proposer will list the small business they will partner with and an estimate scope of work they will be providing.

6. Staffing requirements in Tab 4

Question: Regarding the staffing requirements in Tab 4, is there a preferred mix of junior, mid-level, and senior staffing that should be proposed? Or will the evaluation focus more on the experience of the proposed project manager and leads?

Answer: There is no preferred mix of staffing.

7. No subject

Question: Q) For the below motioned roles, Kindly clarify whether they are related to IT or Non- IT category? Business Analyst Clerical Consultant Design Technician Subject Matter Expert (SME) Sr. QA Engineer Sr. Engineer I Service Desk Representative Senior Project Manager Senior Managing Consultant Senior Consultant Principal Consultant II Principal

Answer: These positions are related more to IT.

8. MWBE

Question: We understand that The Aviation Authority's Professional Service participation program goal is 17% for Goods and Services. We are a NMSDC certified MBE and WBENC certified WBE firm incorporated in the State of Michigan. We are capable to perform all the services by our own. Please clarify if we can self-perform and meet the program participation goal of 17% without subcontracting any service and making any good faith efforts.

Answer: Small Business Action Plan and Participation Section 3.5 (b) All Proposers are hereby notified that they must comply with the Small Business participation requirement. Even if you are a certified Small Business, as a Proposer, you still need to comply with this requirement. Also, per our Policy, we only recognize small business certifications from GOAA, Orange County (FL), City of Orlando, FDOT (DBE), and/or Office of Supplier Diversity.

9. MWBE Letter of Intent

Question: In one of the Q&As regarding the MWBE letter of intent, GOAA's answer was "The Respondent will submit the Letter of Intent on a case-by-case basis for each engagement or task assigned." To verify, does this mean we don't have to submit this form with our response to this RFP? And will instead supply the form for any projects/tasks released under this RFP after award?

Answer: The Letter of Intent/Affirmation is not required to be submitted with RFP. However, Proposers are required to submit a MWBE Action Plan with your proposal, where you will identify the MWBE that Proposer intend to use on a case-by-case basis. Small Business will contact the MWBE identified in the Action Plan to confirm.

10. Fee Schedule rates

Question: Do the rates need to be "audited" overhead rates?

Answer: This is a fixed hourly rate.

11. Scope of Service

Question: Does the Aviation Authority require the vendor to bid on all the categories or only those for which we can provide services?

Answer: Respondents should complete as many categories as possible in which they are qualified.

11. Compliance Expertise Matrix

Question: SSI ASSP computer based training is an extremely specialized system, with a limited pool or providers that can show experience. Can the system be removed from the list? Or does GOAA expect work related to the Computer Based Training through the IT On-Call contract?

Answer: Respondents should respond to all systems which they have experience. We will not be removing any items from the list.

12. QMS

Question: Queue Management System is listed as a requirement in the Supplemental Information Matrix. Who is the current QMS vendor for GOAA?

Answer: SITA Information Networking Computing USA Inc is the current vendor.

13. Compliance Expertise Matrix

Question: Bombardier and Mitsubishi Automated Ground Transportation (AGT) monitoring and control is an extremely specialized system, with a limited pool of providers that can show experience. Can this system be removed from the list? Or does GOAA expect work related to the AGT through the IT on-Call contract?

Answer: Respondents should respond to all systems which they have experience. We will not be removing any items from the list.

14. No subject

Question: What Fire Alarm Monitoring solution is currently in use by the Airport?

Answer: EST Fireworks and Security Information Systems monitor internal and external fire alarms.

15. No subject

Question: If being a certified DBE in another state (besides FL or not on the Aviation Authority's list) does not count, will you accept our filing for DBE through the Aviation Authority's portal as a good faith effort, or allow us to provide you all with certification upon award?

Answer: 1. In general, certifications need to be current at the time proposals are in. 2. Only the prime Proposer, that cannot meet the small business requirement, will need to submit Good Faith Efforts. 3. Even if you are a certified small business, you also need to meet the small business requirement. 4. At this time, the Authority is asking for an Action Plan per the RFP where you will list the firms you intend to team up with. You can however, submit an Action Plan with a firm that is in process of getting the certification. Keep in mind, that you will not get credit if you use that firm in an engagement if the firm does not have a current certification from one of the entities we recognize.

16. No subject

Question: What is usual duration of the contract for each position? Can we know whether it is a long term engagement or short term engagement? What are the chances of short term engagement?

Answer: The total contract will be for 5 years. The actually individual engagements or projects will be on a case by case basis.

17. No subject

Question: We may not have worked on few of the services but have the ability to provide staffing in future. In this case, how do we respond to the service category in RFP_Compliance-Expertise_Matrix?

Answer: Respondents should provide information demonstrating how they will be able to provide the appropriate and the resources that are available or will be used in such cases.

18. Compliance-Expertise_Matrix

Question: For 24-101-RFP_Compliance-Expertise_Matrix.xlsx, do we need to respond with the placements we had for each of the services?

Answer: Respondents should fill out as many of the boxes as possible with all relevant experience or capabilities to provide the specific service.

19. No subject

Question: For 24-101-RFP_Compliance-Expertise_Matrix.xlsx, do we need to respond with our company's prior experience working on similar service or our consultant's experience working for a client on similar service?

Answer: Respondents should provide prior experience that corresponds to the various services that they can provide in the future and who will be providing it (Company or Consultant).

20. No subject

Question: Is Tab 8 - Information Technology Functional Requirements and Capabilities Matrix same as the attachment with the title 24-101-RFP_Compliance-Expertise_Matrix.xlsx?

Answer: The information in Tab 8 should be used to help respondents provide the appropriate information required when filling out the Matrix.

21. References

Question: Do you accept private client references equally or should all references be of government clients only?

Answer: It is the Respondent's responsibility to provide references and information that most closely demonstrates their experience with organizations (airports, counties, municipalities, or universities) of similar size, complexity, and risk exposure as the Aviation Authority. Please refer to Section B of Tab 3- Respondent's Experience and Qualifications.

22. Proposal Due Date

Question: Because of preparation for and affects of the hurricane on their employees or clients, some of our local Small Business/MWBE team members have understandably been delayed in preparing information for the proposal. Would the Aviation Authority consider a week due date extension? This would help team members more comprehensively present capabilities across the scope.

Aug 31, 2023 12:32 PM

Answer: Due to time constraints, the Aviation Authority cannot move the opening date of the solicitation.

23. Pricing Table - Replacing or Adding

Question: The Aviation Authority's answers to questions 22 and 23 regarding the Schedule of Fees indicate the Respondent can "replace the "TBD" listings or add to the end." However, it appears that the online pricing form in OpenGov does not allow Respondents to do this. Could the Authority provide instructions on how Respondents can replace TBD listings or add to the end of the table?

Answered by Fatima Calkins: Please refer to the revised pricing fee table. The Respondent shall list the Additional positions in the Comments Column.

24. No subject

Question: Can we mention our past experience from a contract we were a sub-contractor to a prime vendor?

Answer: Please refer to Tab 3 - Respondent's Experience and Qualifications of the solicitation.

25. No subject

Question: Are we allowed to sub-contract only with a firm having the required M/WBE certification?

Answer: No, depending on the engagement you may team up with a non-MWBE. However, if there are MWBE's that are available and capable of performing the tasks for a particular engagement we will expect you to team up with a certified MWBE.

26. Section 3.5 - Small Business Action Plan and Participation

Question: Will the Aviation Authority revise Section 3.5 to reflect comments during the Pre-Solicitation Conference?

Answer: Section 3.5 - Small Business Action Plan and Participation has been revised. Please refer to Attachment A-5 of this Addendum.

Sep 5, 2023 8:28 AM

ATTACHMENT A-5

directed in the introductory letter as well as any further instructions they may receive.

8. The Consultant shall provide the Aviation Authority immediate written notice of any adverse material change to the Consultant's required insurance coverage. For purposes of this Insurance Section, an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction of any insurance coverage, or any increase in the Consultant's self-insured retention and any non-renewal or cancellation of required insurance.
9. If any insurance coverage is canceled or reduced, Consultant shall, within forty-eight (48) hours remit to the Aviation Authority a Certificate of Insurance showing that the required insurance has been reinstated or replaced by another insurance company or companies acceptable to the Aviation Authority. If Consultant fails to obtain or have such insurance reinstated, Aviation Authority may, if it so elects, and without waiving any other remedy it may have against Consultant, immediately terminate this Contract upon written notice to Consultant.
10. The Aviation Authority's Chief Executive Officer shall have the right to alter the monetary limits or coverages herein specified from time to time during the term of this Contract, and Consultant shall comply with all reasonable requests of the Chief Executive Officer with respect thereto.

3.5 Small Business Action Plan and Participation

- a. The Aviation Authority is seeking a detailed Small Business Action Plan ("Action Plan") that the Proposer will commit to implementing in order to maximize Small Business participation and development in a robust, meaningful matter, reduce barriers of entry for Small Businesses, and promote development of Small Business. This action plan may be a material factor in the shortlisting evaluation process.
- b. All Proposers are hereby notified that they must comply with the Small Business participation requirements for this Contract, as set forth herein and as referenced in the Aviation Authority's Small Business Participation Program. The Policies, Forms and certified Small Business Directory are available on-line at the Aviation Authority's web site: http://www.orlandoairports.net/small_business.
- c. The Aviation Authority's Professional Service participation program goal is 17% for Goods and Services. For this RFP Small Business participation will be assessed on a case by cases basis, based on each project actual scope of work and availability.

- d. The Action Plan shall at a minimum address the following factors relevant to maximizing MWBE participation on the Project:
1. Key Personnel: Name, title and contact information of the person responsible for the management of the small business program plan.
 2. Outreach: How many and what type of outreach efforts will the proposer have throughout the life of the contract to ensure they have a pool of qualified and certified small business to utilize in the event they have to notify the small business community organizations about contracting and subcontracting opportunities;
 3. Growth/Development: Provide a narrative for each proposed small business where you clearly state the plan to grow and develop the small business. Identify the matrix used to track achievement.
 4. Identify Opportunities: Identify opportunities for small businesses based on current or revised contract scope.
 5. Bond and Insurance: How the proposer plans to assist the small business in securing Bond or Insurance.
 6. Prompt Payment: Describe the invoice/payment process to ensure that the small business is paid within a reasonable time after submitting an invoice.
 7. Change Orders/Amendments: Affirm that all change orders and contract amendments are fully executed before starting the work.
 8. Apprenticeship, mentorship or other training programs: Please describe successful programs you have implemented and provide information about programs to which you will commit on this Project.
- e. The Proposal will be considered non-responsive to the solicitation and rejected if the Proposer fails to demonstrate, to the reasonable satisfaction of the Aviation Authority, as required by the MWBE policy, that the Proposer has met or has made a good faith effort to meet the established MWBE goal.
- f. Successful Proposer are required to submit, with each engagement, the Letter of Intent/Affirmation information by completing the form for each MWBE Firm. The successful Proposers may make duplicates of this form as needed. Both the MWBEs and the Proposers are required to affirm the information provided by signing the form prior to submittal. The successful Proposer shall enter into subcontract(s)/purchase orders with the MWBEs identified in the Letter of Intent. The Contractual arrangements with the MWBEs shall incorporate such reasonable terms as are required to complete the work described therein while furthering the Aviation Authority's MWBE policy. The successful Proposer must submit copies of

- the signed subcontract(s)/purchase order(s) to the office of Small Business Development for each MWBE prior to commencement of performance under this Contract. Failure to enter into the subcontract(s)/purchase order(s) with the MWBEs identified in the Proposer's Proposal documents or failure to submit copies of the signed subcontract(s)/purchase order(s) may result in loss of the award to Proposer.
- g. A Proposer shall not breach any of its obligations with the MWBEs. In the event Proposer desires to terminate or replace a MWBE, Proposer shall promptly notify the Aviation Authority of the impending termination, the reason for the termination and obtain the Aviation Authority's approval prior to proceeding with the termination. Following the termination Proposer shall replace the terminated MWBE with another MWBE. If the Proposer is unable to utilize another MWBE for performance of that portion of this Contract, the Proposer shall provide the Aviation Authority with documentation, in a form satisfactory to the Aviation Authority, showing that it is not possible to replace the terminated MWBE with another MWBE. The MWBE percentage for participation must not decrease below the percentage proposed during the term of the Contract.
 - h. The successful Proposer shall submit to the Aviation Authority a Disbursement Form with each invoice submitted for payment, indicating the amount of money spent with each MWBEs since the previous invoice.
 - i. Failure to carry out the requirements set forth herein or the commitments made by the Proposer (e.g. failure to subcontract with and use MWBEs, to pay MWBEs as committed in the Proposal documents, the failure to promptly pay MWBE Subcontractors in accordance with Section 5, subsection 50, etc.) shall constitute a breach by the Proposer of this Contract and may result in termination of the Contract by the Aviation Authority or such other remedy as the Aviation Authority deems appropriate. Additionally, Contractor is reminded two or more failures to satisfy the requirements set forth herein or the commitments made by Proposer may result in debarment under the Aviation Authority's Debarment of Contractors Policy 130.04.
 - j. Questions concerning the Small Business Program can be addressed to the Aviation Authority's Office of Small Business Development, Greater Orlando Aviation Authority, Orlando International Airport, 5850-B Cargo Road, Orlando, FL 32827; contact Orlando Santiago at OSantiago@goaa.org.
 - k. Proposers shall be solely responsible for confirming Small Business subcontractors' experience, capacity, certification and any other information related to the Proposal.

3.6 Good Faith Effort for MWBE Participation Program

- a. If the Respondent fails to meet the MWBE Participation Goals, the Aviation Authority will require Respondent to submit evidence of good faith efforts within two (2) business days of request; such evidence may include, but is not limited to the following:
- b. Indicating the name and title of the person responsible for the Respondent's good faith efforts to reach the participation goal;
- c. Provide evidence of attendance at Pre-Solicitation meeting, if any, scheduled by the Aviation Authority to inform MWBE firms of subcontracting opportunities under a given Contract;
- d. Provide a list of MWBE firms contacted; Provide copies of written correspondence to MWBE firms that their Response is being solicited, as well as certified return receipts to prove receipt or the reason for non-delivery;
- e. Provide evidence of information provided to the MWBE firms about the specific work the Contractor intends to subcontract;
- f. Provide evidence of information provided to MWBE firms on bonding and insurance requirements;
- g. Provide copies of advertisements in general circulation media, trade association publications, and minority focus media advertising for MWBE firms interested in subcontracting;
- h. Provide evidence that Respondent provided interested MWBE firms with assistance in reviewing the Contract plans, specifications, and the terms and conditions of the general Contract, subcontract and addenda;
- i. Providing evidence that the Respondent provided MWBE firms prompt notice of addenda affecting specific trade Contractors;
- j. Provide evidence that Respondent made follow-up inquiries after initial solicitations of interest from MWBE firms. Respondent shall maintain documentation of the date, time and name of individuals contacted. A telephone log is acceptable documentation of this activity;
- k. Provide a list of quotes submitted by MWBE firms;
- l. Provide documentation as to why MWBE firms were not utilized;
- m. In those instances where a majority Subcontractor is selected for a scope of work for which MWBE Responses were submitted, the Respondent shall submit records

of all quotations received from MWBE firms and from the selected majority Subcontractor, and provide an explanation of the reasons why the MWBE firms will not be used during the course of the Contract. Receipt of a lower price quotation from a non MWBE firm prior to or at the time of the Solicitation Opening will not in itself excuse a Respondent's failure to meet participation goals. It is incumbent upon the Respondent to demonstrate that MWBE firms were not rejected as unqualified without a thorough and documented investigation of their capabilities and capacity.

- n. Additional information on meeting good faith efforts can be found by going to <https://orlandoairports.net/airport-business>.

3.7 **Verification of Employment Status**

- a. Prior to the employment of any person under this Contract, the Contractor shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Contractor during the Contract term, and an express requirement that Contractors include in such subcontracts the requirement that Subcontractors performing work or providing services pursuant to the state Contract utilize the E-Verify system to verify the employment eligibility of all new employees hired by the Subcontractor during the Contract term. For more information on this process, please refer to United States Citizenship and Immigration Service site at:

<http://www.uscis.gov/portal/site/uscis>.

- b. **Only those employees determined eligible to work within the United States shall be employed under this Agreement.** By submission of a Response in response to this solicitation, the Contractor affirms that all employees in the above categories shall undergo e-verification before placement on this Contract. The Contractor shall commit to complying with this requirement.

The remainder of this page is intentionally blank.

Answer: The Respondent will submit with their submittal a MWBE Action Plan as described in the Solicitation. The plan must include the proposed MWBE firm with which the Respondent will partner. The Respondent will submit the Letter of Intent on a case-by-case basis for each engagement or task assigned.

4. Pricing Table - Required Fields

Question: The pricing table in OpenGov includes fields not shown by default that are also yellow (required, per instructions) which are "Quantity" and "Discount." It also includes white check box fields including "Taxable," "Total," and "No Bid." Are proposers required to fill any of these out? If so, could the Aviation Authority provide a description as to what they would like to see communicated in each field?

Answer: The Respondent is required to provide only the hourly rate.

5. Questionnaire - "2. Separate Cost Proposal*"

Question: The OpenGov questionnaire includes "2. Separate Cost Proposal*" that instructs, "Confirm that your fee proposal is not attached in your Proposal and is attached separately here." It then provides an upload prompt, and this field is required. What should proposers upload here, given that pricing is to be provided in the separate "Pricing" tab on OpenGov?

Answer: Item 2. of the Vendor Questionnaire has been removed. Please refer to Addendum No. 2 issued on August 23, 2023

6. Project Schedule

Question: Tab 5 Section B Project Schedule calls for a "timeline indicating tasks required and the start and completion dates for each" Section C Implementation Plan calls for an implementation plan, which provides for an overall plan for providing services. As this is an on-call, there is no specific project to which we can develop a project schedule. This then requires that we develop a generic project schedule, showing our process for any projects execution. Since the implementation plan is already an overall non-project specific approach to delivering work, can the Project Schedule section be removed, in favor of this detail provided in Section C - Implementation Plan? If not, please provide guidance on expectations for the differentiation between the sections.

Answer: Tab 5, Section B has been revised. Please refer to Attachment A-3.

7. Schedule of Fees

Question: Are Respondents able to add positions to the Schedule of Fees table provided within the e-Procurement Platform?

Answer: Yes. The Respondent may replace the "TBD" listings or add to the end.

8. Schedule of Fees

Question: Are Respondents allowed to make edits to the positions currently listed in the Schedule of Fees table provided within the e-Procurement Platform?

Answer: No. The Respondent may replace the "TBD" listings or add to the end.

9. Forms

Question: Can the Aviation Authority please clarify which forms must be filled out by the Respondent's subconsultants?

Answer: The Proposer/Respondent will submit with their proposal a MWBE Action Plan as described in the RFP. The plan will include the MWBE firm you propose to team up with. The Letter of Intent will be submitted on a case by case basis for each engagement or task assigned.

10. Financial statement

Question: Can the GOAA accept the non-Audited Financial statement supported by declaration from our CEO?

Answer: Yes, if audited financial statements are not available, the Aviation Authority will accept and review non-audited/internal financial statements (complete Balance Sheet, categorizing current assets and current liabilities, and Income Statement) from proposer.

11. Deadline to submit redlines of the Agreement and Questions

Question: When is the deadline to submit the redlines of the Agreement and questions?

Answer: The deadline to submit questions or any exceptions to the terms and conditions is September 1, 2023, at 5:00 p.m.

27. Submission Requirements

Question: Please specify which forms must be included with the Submission Requirements,

Answer: The Respondent must submit with the Proposal the Submittal Requirements in Section 4, Pages 31 through 46.

(REVISED PER ADDENDUM NO. 3)

2. Describe the approach, means, methods, and procedures ~~to~~**that may** be used to gather the data, analyze findings, and develop recommendations as requested.
3. Provide a detailed breakdown and description of the specific steps, services, and study products that ~~will~~ **may** be provided. Describe how the final product will be structured and presented upon completion.
4. Describe **how your firm will approach** any conditions, constraints, or problems that are unique to the scope of work that may adversely affect either the cost or work progress.
5. If your firm is subcontracting portions of this work, please indicate the firm with which you will be partnering along with the name, address, phone number, and email address of the contact person. Indicate the task **or tasks** that will be subcontracted and how the subcontract work will be managed and checked for quality control.

~~B. Project Schedule~~

~~Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence within 14 calendar days from the date the contract is awarded.~~

C. Implementation Plan

Each Respondent must submit an implementation plan, which clearly details Respondent's overall plan for providing the Services. The implementation plan must include the following:

1. A detailed description of the work the Respondent ~~will~~ **may** perform, showing Respondent's understanding of the Services and their role.
2. **Sample of graphs**, charts, or other aids reflecting the start date, phases of work, and ending date (e.g., workflow diagram) **that may be used to complete a project**.

Tab 6 - Additional Requirements of the Response

1. Prior or Pending Convictions, Indictments, Investigations, Regulatory Investigations

The Respondent shall provide a description of all prior or pending convictions, indictments, investigations, and regulatory investigations, either civil or criminal that relate to the services listed in **Section 2.0 Scope of Services**, in which Respondent or its affiliates, subsidiaries, parent company, directors, senior officers, senior regional officers, the Lead Individual, or Engagement Team members have been involved with in the



E-Procurement Platform

The Greater Orlando Aviation Authority's Purchasing Department has transitioned to a new E-Procurement Platform OpenGov, effective April 3, 2023. New solicitations will be posted with OpenGov and electronic responses will be accepted via the e-Procurement Portal.

To access new solicitations, visit <https://procurement.opengov.com/portal/goaa> to get started, click [here](#) to sign up. You will receive an email to activate your account. For more information about how to register, please see our [help file here](#).

[Registration and Notification of Solicitations](#)

THERE IS NO COST FOR VENDORS TO REGISTER WITH OPENGOV

Receiving Electronic Responses to Bids/Responses

To successfully submit a response to a solicitation, Vendors are required to submit their electronic response via OpenGov - <https://procurement.opengov.com/portal/goaa>. Mailed, faxed, emailed, and hand delivered submissions will not be accepted. Responses will only be accepted via OpenGov. By way of the e-Procurement Portal, responses will be locked and digitally encrypted until the submission deadline passes.

Table of Contents

E-Procurement Platform	2
Receiving Electronic Responses to Bids/Responses	2
AMERICANS WITH DISBAILITIES ACT	7
1.0 GENERAL INFORMATION	8
1.1 Intent and Purpose	8
1.2 Objectives	8
1.3 Background Information	8
1.4 Solicitation Information	8
1.5 Submitting Questions and Receiving Responses	9
1.6 Communications; Questions Regarding Specifications or Response Process	10
1.7 Withdrawal of Responses	10
1.8 Notice of Intent to Award Agreement	10
1.9 Public Meetings/Public Records	11
1.10 Independent Consultant Status and Compliance with the Immigration Reform and Control Act	11
1.11 Code of Ethics and Business Conduct Policy	11
1.12 Exceptions to Terms and Conditions within the SOLICITATION	11
1.13 Waiver and/or Rejection of Irregular Request for Responses	12
1.14 Lobbying Statement	12
1.15 Proprietary Information	12
2.1. SCOPE OF SERVICES	14
2.2. Research	14
2.3. Concepts Development:	14
2.4. Business Case Development:	14
2.5. Requirements Development:	15
2.6. Operational Readiness:	16
2.7. Project Management (PM) And Owner Authorized Representation (OAR):	16
2.8. Resource Acquisition:	16
2.9. Maintenance:	16
2.10. Operations:	17
2.11. Planning:	17
2.12. Policies And Procedures:	17
2.13. Disaster Recovery And Business Continuity Plan (BCP):	17
2.14. Security:	17
2.15. Related Services:	17
2.16. Technologies:	18
2.17. Current Commercial Products in Use by the Aviation Authority	20

2.18. Additional Services	22
2.19. Non-Exclusive Services	22
3.0 RESPONSE REQUIREMENTS	23
3.1 Respondent's Mandatory Requirements	23
3.2 Evaluation of Submittals	24
3.3 Selection Process	25
3.4 Insurance Requirements	26
3.5 Small Business Action Plan and Participation	28
3.6 Good Faith Effort for MWBE Participation Program	31
3.7 Verification of Employment Status	32
4.0 SUBMISSION REQUIREMENTS	33
4.1 Preparing Responses in Required Format	33
Tab 1 - Table of Contents	33
Tab 2 - General Company Information	33
Tab 3 - Respondent's Experience and Qualifications	34
Tab 4 Knowledge and Experience of Key Individuals and Team	36
Tab 5 - Approach and Methodology	36
Tab 6 - Additional Requirements of the Response	37
Tab 7 - Schedule of Fees	38
Tab 8 - Information Technology Functional Requirements and Capabilities Matrix	38
Tab 9 - Additional Information If needed	39
1. Respondent's Certification Form	40
2. Addendum Receipt Verification	41
3. Conflict of Interest Disclosure Form	42
4. Certification Regarding Prohibition Against Contracting with Scrutinized	43
5. E-Verification Certification Form	44
6. MWBE FORMS	45
7. Current W9	48
8. No Response	48
Exhibit 1 FORM OF PROFESSIONAL SERVICES AGREEMENT	49
1. Services to be Provided by Consultant.	49
2. Compensation.	51
3. Term and Termination.	52
4. Warranties and Representations of Consultant.	53
5. Member Protection: Waiver.	54
6. Indemnification.	55
7. Insurance.	55

(REVISED PER ADDENDUM NO. 3)

8.	Compliance with Nondiscrimination Requirements.	58
9.	Title VI List of Pertinent Nondiscrimination Acts and Authorities.	59
10.	Federal Fair Labor Standards Act.	60
11.	Occupational Safety and Health Act of 1970.	60
12.	Whistle Blower Reporting Line.	61
13.	Florida Law.	61
14.	Remedies.	61
15.	Attorney's Fees and Costs.	61
16.	Venue and Waiver of Jury Trial.	61
17.	Transfers, Assignments and Subcontracts.	62
18.	Miscellaneous Provisions.	62
19.	Entire Agreement.	66
20.	Amendment; Waiver.	66
21.	Severability.	66
22.	Time is of the Essence.	66
23.	Execution and Counterparts.	66
24.	Notices.	66
	Exhibit "A" – Scope of Services	69
1.1.	Research	69
1.2.	Concepts Development:	69
1.3.	Business Case Development:	69
1.4.	Requirements Development:	70
1.5.	Operational Readiness:	71
1.6.	Project Management (PM) And Owner Authorized Representation (OAR):	71
1.7.	Resource Acquisition:	71
1.8.	Maintenance:	71
1.9.	Operations:	71
1.10.	Planning:	72
1.11.	Policies And Procedures:	72
1.12.	Disaster Recovery And Business Continuity Plan (BCP):	72
1.13.	Security:	72
1.14.	Related Services:	72
1.15.	Technologies:	73
1.16.	Current Commercial Products in Use by the Aviation Authority	75
1.17.	Additional Services	77
1.18.	Non-Exclusive Services	77
	Exhibit "B" – Schedule of Fees	78

(REVISED PER ADDENDUM NO. 3)

(REVISED PER ADDENDUM NO. 3)

AMERICANS WITH DISBAILITIES ACT

The Greater Orlando Aviation Authority does not discriminate upon the basis of any individual's disability status. Anyone requiring reasonable accommodations as provided for the Americans with Disabilities Act (ADA) or Section 86.26, Florida Statutes, should contact the Aviation Authority's ADA Coordinator at 407-825-2006 as soon as possible, at least one full business day prior to any scheduled meeting.

1.0 GENERAL INFORMATION

- a. The Greater Orlando Aviation Authority (Aviation Authority) is soliciting interested parties to perform information technology continuing consulting services for the Aviation Authority at the Orlando International Airport.
- b. The Agreement period, if an Agreement is awarded following the Solicitation process, will be for **five (5) years**, with the initial service to commence on or about **February 1, 2024**. The agreement between the successful Respondent and the Aviation Authority will be non-exclusive.

1.1 Intent and Purpose

- a. It is the intent of the Aviation Authority that a Respondent will provide the services specified in the Scope of Services detailed in Section 2.0. The Aviation Authority intends to select the Respondent that it deems to be the most highly qualified, responsible, and responsive to the Aviation Authority to perform the required services after considering the evaluation criteria, in its exclusive discretion.

1.2 Objectives

The selected Respondents shall provide, for and on behalf of the Aviation Authority, information technology consultant services for the Aviation Authority Information Technology department.

1.3 Background Information

- a. The Aviation Authority expects more than 54.4 million domestic and international passengers will travel through the Orlando International Airport (MCO) during the 2022-2023 fiscal year.
- b. As of January 2023, MCO is served by 34 commercial airlines and six cargo carriers. In January 2022, the Airport was served by 30 commercial airlines and seven cargo carriers.
- c. MCO, like all airports in the United States, is self-sustaining, with airport revenues being generated from user fees, concessions, and airline revenues. No local taxpayer dollars contribute to the operation of MCO.

1.4 Solicitation Information

- a. Sealed electronic responses will be received for this solicitation through the Greater Orlando Aviation Authority e-Procurement Portal located at <https://procurement.opengov.com/portal/goaa>. By way of the e-Procurement Portal, responses will be locked and digitally encrypted until the submission deadline passes.

- b. **Responses submitted by hard copy, e-mail, telephone or fax shall not be accepted. Responses submitted outside of the designated electronic submission portal shall be rejected as non-responsive regardless of where received.**
- c. **The Aviation Authority shall not be responsible for delays caused by any occurrence, to include a result of a technology issue are still considered late and shall not be accepted.**
- d. The time/date stamp clock located in the electronic submittal portal shall serve as the official authority to determine lateness of any response.
- e. Vendors shall not be allowed to modify their Responses after the opening time and date. Responses may be examined thirty (30) days after the solicitation opening or upon recommendation for award, whichever occurs first.

1.5 Submitting Questions and Receiving Responses

Respondents shall submit all inquiries regarding this Solicitation via the e-Procurement Portal, <https://procurement.opengov.com/portal/goaa>. Please note the deadline for submitting inquiries. All answers to inquiries will be posted on the Aviation Authority e-Procurement Platform. Respondents **may also click “Follow” on this Solicitation to receive an email notification when answers are posted.** It is the responsibility of the Respondent to check the website for answers to inquiries.

- a. If a Virtual and/or Pre-Response Conference is held, please see the Cover Page of this solicitation for the location, date, and time. The purpose of any Pre-Response Conference is to review and discuss the solicitation (and any addenda) as published. Attendance is not mandatory but is highly encouraged. Bidders are expected to be familiar with the Solicitation Documents.
- b. If the Purchasing Department determines that it is necessary to change the dates or times prior to the due date, the change will be announced and posted on the e-Procurement Portal
- c. All prospective Respondents shall thoroughly examine and become familiar with the Solicitation package and carefully note the items, which must be submitted with the Solicitation as detailed in **Section 4, Response Submittals**.
- d. Submission of a Response shall constitute an acknowledgment that the Respondent has read and understands the Solicitation Documents. The failure or neglect of a Respondent to receive or examine any Solicitation Document shall in no way relieve it from any obligations under its Response or the Contract. No claim for additional compensation will be allowed which is based upon a lack of knowledge or understanding of any of the Contract Documents or the scope of work.

- e. **Unless otherwise noted, Respondents shall submit *one Response only*.**

1.6 Communications; Questions Regarding Specifications or Response Process

- a. All communication and contact regarding this solicitation shall be made via the e-Procurement Portal, <https://procurement.opengov.com/portal/goaa>.
- b. Any official communication from a Respondent during the Solicitation process should be submitted in writing to the Aviation Authority to the email address as directed during the Proposal process. A copy of the Administration Policies (Sections 180.01 and 180.03) are available upon request from the Manager of Board Services.
- c. In accordance with the above-referenced policies, any communication directly or indirectly to seek to encourage any specific result in connection with an Aviation Authority selecting process, including but not limited to, written communications, any and all forms of electronic communications or messaging, including social media, oral communications either in person or by telephone, initiated by a Proposer or through a lobbyist, agent or third person, to any Aviation Authority staff and/or Committee/Board member who is a member of any committee constituted for the purposes of ranking Solicitations, making recommendations or making an award, is prohibited from the time that the Solicitation is released to the time that the award is made.

1.7 Withdrawal of Responses

No Response may be withdrawn after the scheduled Response opening time for a period of ninety (90) days. Any Respondent withdrawing or attempting to withdraw its Response prior to the expiration of the 90 day period shall be obligated to reimburse the Aviation Authority for all its costs incurred in connection with such withdrawal or attempted withdrawal including, without limitation, any increased costs for procuring the goods or services from another Respondent or all costs of advertising and re-procuring the goods or services, and all attorneys' fees, in addition to payment of the Aviation Authority's other damages.

A Respondent's submission shall be deemed the Respondent's acknowledgment of an agreement to the provisions of this Section.

1.8 Notice of Intent to Award Agreement

Unless all Responses are rejected by the Aviation Authority, a Notice of Intent to Award is anticipated to be provided within ninety (90) days from the opening of Responses to the responsible and responsive Respondent submitting the Response deemed to be most advantageous to the Aviation Authority, all factors being considered. For all procurements, the Aviation Authority reserves the right to reject any or all Responses and to cancel the procurement or to solicit new Responses.

The Aviation Authority intends, but is not obligated, to enter into a non-exclusive agreement with the highest ranked Respondent to perform the required Services described herein. The Aviation Authority reserves its right to award any or all of the advertised services subject to the availability of funding.

1.9 Public Meetings/Public Records

Please be aware that all meetings of the Aviation Authority's Board are duly noticed public meetings and all documents submitted to the Aviation Authority as a part of or in connection with a Response will constitute public records under Florida law regardless of any person's claim that proprietary or trade secret information is contained therein.

1.10 Independent Consultant Status and Compliance with the Immigration Reform and Control Act

Respondent is and shall remain an independent Consultant and is neither agent, employee, partner, nor joint venture of Aviation Authority. Respondent acknowledges that it is responsible for complying with the provisions of the Immigration Reform and Control Act of 1986 located at 8 U.S.C. 1324, et seq. and regulations relating thereto, as either may be amended from time to time. Failure to comply with the above provisions shall be considered a material breach of the Agreement.

1.11 Code of Ethics and Business Conduct Policy

The Aviation Authority has adopted a Code of Ethics and Business Conduct Policy (Section 204.01) which addresses, the obligation of the Aviation Authority's Board members and employees to follow the Florida Statutes in reference to these issues. This includes, but is not limited to, the obligations of the Aviation Authority's Board members and employees with respect to having an interest in business entities, outside employment, gratuities, divulgence of information, unauthorized compensation and acceptance of gifts.

Please be aware that any violation of this policy by a Respondent and/or any attempt to influence an Aviation Authority Board member or employee to violate the policy is sufficient cause for the denial of the right of the Respondent to Response on any Contract or sell any materials, supplies, equipment, or services to the Aviation Authority for a period of time that is determined by the Chief Executive Officer. A copy of this policy is available upon request from the Chief Administrative Officer.

1.12 Exceptions to Terms and Conditions within the SOLICITATION

If the Respondent desires to take exception(s) to any portion of the terms and conditions of this Solicitation, the exception(s) must be taken during the question and answer period, and response will be included in an Addendum. Exceptions noted within the response submittal will cause the response to be deemed non-responsive. Respondents shall not substitute entire agreements or sets of terms

and conditions but discuss separately each term or condition that they take exception to or desire to change.

1.13 Waiver and/or Rejection of Irregular Request for Responses

The Aviation Authority reserves the right to waive informalities or irregularities in any Responses, to reject any or all Responses in whole or in part, with or without cause, and to accept that Response, if any, which in its judgment is deemed to be responsible and responsive, and in its sole discretion is deemed the most advantageous to the Aviation Authority to perform the required services after considering the evaluation criteria.

1.14 Lobbying Statement

All firms are hereby placed on notice the Aviation Authority Board and staff shall not be contacted about this Response. Firms and their agents are hereby placed on notice that they are not to contact members of the Aviation Authority staff and/or Committee/Board member (with the exception of designated Purchasing Liaison). Public meetings and public deliberations of the Selection Committee are the only acceptable forum for the discussion of merits of products/services requested by the Request for Response; and written correspondence concerning Solicitation's may be submitted to the Purchasing Department. An appropriate official or employee of the Aviation Authority may initiate communication with a Respondent in order to obtain information or clarification needed to develop a proper and accurate evaluation of the Solicitation. Any official communication from a Respondent during the Solicitation process should be submitted in writing to the Greater Orlando Aviation Authority, GOAA Annex Building, Purchasing Department, 5855 Cargo Road, Orlando, FL 32827-4399 or via the e-Procurement Platform as directed during the Solicitation process. A copy of the Administration Policies (Sections 180.01 and 180.03) are available upon request from the Chief Administrative Officer. Failure to adhere to these requirements could result in Board action to disqualify your firm from consideration of award.

Respondents to this Solicitation or persons acting on their behalf may not contact, between the release of the solicitation and the end of the seventy-two (72) hour period following the agency posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, any employee or officer of the executive or legislative branch concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response. (F.S. 287.057 (23))

1.15 Proprietary Information

- a. In accordance with Chapter 119 of the Florida Statutes (Public Records Law) and except as may be provided by other applicable State and Federal Law, all Respondents should be aware that the Solicitation and the responses thereto are public records. However, the Respondents are requested to identify

(REVISED PER ADDENDUM NO. 3)

specifically any information contained in their Response, which they believe to be exempt from disclosure, citing specifically the applicable exempting law. The Aviation Authority will consider a Respondent's opinions regarding the applicability of Chapter 119, Florida Statutes, but shall not be obligated to concur in such opinions.

- b. All information and documents received from Respondents in response to this Solicitation will become the property of the Aviation Authority, will not be returned to the Respondents, and will be incorporated in the final Agreement in the event of Agreement award, with the exception of any financial information exempt from the Public Records Laws. Any work product produced as part of the Agreement will become the exclusive property of the Aviation Authority.

The remainder of this page is intentionally blank.

2.1. SCOPE OF SERVICES

The Aviation Authority is seeking one or more Information Technology (IT) Consultants to provide a broad range of services associated with the planning and implementation of IT projects and initiatives that are identified in the Aviation Authority's Capital Improvement Plan (CIP), Information Technology Master Plan (ITMP), the Aviation Authority's annual project planning process, and other IT projects and initiatives requested by the Aviation Authority. The Services may include project management; staff augmentation; research of specific technologies; research and concept development; IT business analysis; business case development; infrastructure and applications design, installation, configuration, development and testing; database management and administration; cyber and physical security; development of solicitation documents; functional, performance and interface requirements definition and documentation project planning; applications development, implementation and integration across multiple systems; operations and management of IT; assistance with IT roadmap or strategic plans; vendor and product evaluations and recommendations and other IT consulting services.

2.2. Research

The Consultant must conduct directed research on technologies and their uses or potential uses, and document the findings and conclusions; commercial products (hardware, firmware, and software) and services that incorporate those technologies, including fit for purpose, limitations, issues, and probable total cost of ownership; and related government and industry standards and best practices, methods, regulations, and policies. The Consultant must plan, execute, monitor, and document discoveries and conclusions from hands-on evaluations and demonstrations of services and products to determine the probable fit for the intended purpose or to determine compliance with pre-qualification requirements. Such evaluations and demonstrations must be performed in Consultant laboratories, independent laboratories, the Aviation Authority IT laboratories, or specific circumstances, in product source laboratories in a structured, controlled, and monitored environment.

2.3. Concepts Development:

The Consultant must develop and document solution options to meet the needs (e.g., functional, performance and interface requirements) of the enterprise at a conceptual level, but sufficient to describe possible commercial product and service components, custom designed and developed components, their inter-relationships, and an allocation of requirements to those components. Solution options and risks must also be defined.

2.4. Business Case Development:

The Consultant must develop and document a business case for each concept chosen for additional consideration to include: business impact assessment; technical

infrastructure impact assessment, including impacts due to fail-operational and cyber-security requirements; risks assessment; credible implementation timeline; cost-benefits assessment that must address both direct and indirect project costs and benefits (including Return-On-Investment (ROI), Internal Rate-of-Return (IRR), and intangible benefits).

2.5. Requirements Development:

- a. Once a concept is selected for implementation and funded, the Consultant must develop and document complete functional, performance, and interface requirements, dependencies and limitations (e.g., financial, regulatory, technical, operational), and re-assess and amend the business case) above to reflect the additional information developed in this phase. Then the Aviation Authority will decide between one of the following approaches:
 - 1) The Aviation Authority Personnel only.
 - 2) The Aviation Authority and Consultant Personnel.
 - 3) Consultant Personnel only.
 - 4) Competition among Consultants.
 - 5) Competition among Non-Consultants.
- b. Factors to be considered in establishing the preferred approach include but are not limited to the resources the Aviation Authority or the Consultant can allocate to the effort at the time needed and dollar thresholds defined elsewhere. The services the Consultant must provide during the design, development and test phase for each approach are delineated in subsequent paragraphs.
 - 1) The Aviation Authority Personnel Only: Provide assistance on an as needed basis.
 - 2) The Aviation Authority and Consultant Personnel: The Consultant must provide qualified personnel to assist (augment) the Aviation Authority personnel with: definition of design requirements; design specification definitions; development of custom firmware; development of software; report development; acquisition of commercial software, firmware and hardware; installation, configuration and integration of commercial and custom developed products; unit, subsystem and system verification and validations testing; problem determination and resolution; and production of related documentation.
 - 3) Consultant Personnel Only: The Consultant must submit a proposal to provide qualified personnel to perform the services described above in (2) in an independent, Consultant-responsible manner.
 - 4) Competition among Consultants: Two (2) or more Consultants must respond to an Aviation Authority request for proposal based on the functional, performance and interface requirements listed above in

option two (2). The selected consultant must also perform the services described above in option two (2) in an independent, Consultant-responsible manner.

NOTE: In reference to option (3) and (4) above the role of the Aviation Authority will be one of a client; primarily in a review and approval role.

- 5) Competition among Non-Consultants: In cases of open competition from which the Consultants are excluded, the chosen Consultant must prepare or assist the Aviation Authority in the preparation of all documents required for the open competition and provide professional advice.

2.6. Operational Readiness:

The Consultant must perform or assist in performing those services required to bring a solution developed in the cases described above or acquired into an operational state, including but not limited to: readiness of facilities, systems and equipment; staff augmentation; training of the Aviation Authority IT personnel; and training of end users.

2.7. Project Management (PM) And Owner Authorized Representation (OAR):

The Consultant must be able to provide qualified personnel for PM and OAR services for IT projects or for IT portions of non-IT projects. These services include but are not limited to monitoring and reporting on compliance with resource allocations, schedules, technical and business issues and partner issues, and assistance in resolution of issues.

2.8. Resource Acquisition:

The Consultant must provide qualified personnel to assist in development of statements of need, rationale and methods for acquiring IT resources (e.g., facilities, systems, equipment, funds, personnel) needed to meet IT demands and commitments for services. Personnel acquisition assistance would include preparation of job descriptions and postings, review of resumes, interviews to validate qualifications, and support as requested during in-person interviews.

2.9. Maintenance:

The Consultant must be able to provide qualified personnel to assist in the operation of in-place systems, subsystems and applications, including but not limited to the installation and testing of software and firmware patches and releases, software and firmware version control, preventive and corrective hardware and software maintenance, and removal and repair or replacement of hardware. These in-place systems, subsystems and applications include but are not limited to the major items identified in Section 2.16 (Current Commercial Products) below.

2.10. Operations:

The Consultant must be able to perform the operation of in-place systems and subsystems, including but not limited to re-location, configuration, start-up, shutdown, backup, diagnostics and function and performance data collection, and other operational functions as an extension of the Aviation Authority IT Department personnel. These systems and subsystems include but are not limited to those identified in Section 2.16 (Current Commercial Products) below.

2.11. Planning:

The Consultant must be able to provide qualified personnel to create and update: IT Master Plans and Roadmaps; IT inputs to Airport Strategic, Master, and Improvement Plans; IT inputs to Facilities, Systems and Equipment Integration and Test Plans; and all other plans that require IT input.

2.12. Policies And Procedures:

The Consultant must provide qualified personnel to: draft and revise policies and procedures related to the services described within this document, monitor standards development, and monitor appropriate adoption of these items into policies, procedures and products.

2.13. Disaster Recovery And Business Continuity Plan (BCP):

The Consultant must provide personnel to assist in the development, updating and testing of requirements for the Aviation Authority's Disaster Recovery Plan and BCP components. This expertise will extend to those applications used to track plan components and should include experience with NFPA 1600, ISO 24762, and current techniques for disaster recovery and business continuity planning.

2.14. Security:

The Consultant must provide personnel to assist with ongoing security assessment and monitoring activities, security metrics, systems and application hardening and configuration, development of security policies, adherence to compliance standards such as PCI DSS, HIPAA, state and federal law, and internally driven regulatory requirements. Expertise must include vulnerability assessment, penetration testing, risk assessment, incident response, security mitigations, log management, forensic analysis for incident artifacts, and other activities in alignment with industry best practices.

2.15. Related Services:

Due to the rate of change in technologies, products and services, it is not possible to delineate each service that could be required during the term of the Agreement, including services that could be introduced during the term. The Consultant must be able to respond to change and describe their approach to maintaining or acquiring the expertise needed. The intent is to include such changes and introductions in services in the scope of this Agreement.

2.16. Technologies:

The term Technologies means the science, hardware and software systems, and equipment and components that incorporate the technologies.

- a. Wireless technologies including both licensed and unlicensed bands for use in customer service, passenger processing, way finding, advertising, location-based services, queue management, network infrastructure redundancy, operations and airfield management, and other functions as needed.
- b. Video technologies and analytics for security, passenger flow monitoring and modeling including but not limited to interactive multilingual video and voice on monitors and smart mobile devices for customer assistance and information, including way finding, parking and transportation, advertising, paging and visual paging.
- c. Digital media content development including live data interfaces and interactive experiences displayed across variable digital canvas sizes.
- d. Unified Communications technologies including but not limited to MS Exchange, MS Teams, video conferencing, Presence Services, language translation, digital messaging, remote agent information kiosk, and IP-PBX systems.
- e. Airport information management technologies for airport operational management, reporting, and planning including but not limited to: airport operations and safety compliance, airport resource allocation and management, and airline flight information interfacing and displays.
- f. Content and records management technologies for the storage, distribution and collaboration of documents along with related process automation via business process applications.
- g. Parking technologies for revenue control, parking space monitoring, parking guidance, parking reservations, and method of payment.
- h. Mobile technologies for customer service, airport operations, and other purposes.

(REVISED PER ADDENDUM NO. 3)

- i. Application development technologies for: Microsoft, Oracle, Web, iOS, Android and Angular platforms.
- j. Business intelligence technologies providing: real-time situational awareness for operations; near real-time operations performance and financial management; operations simulation and monitoring; historical trend and predictive analysis using various reporting, data warehouse, data lakes, big data and data science tools.
- k. IT systems and equipment monitoring and management technologies providing: proactive notification of risks and faults, security threats, automated resolution of potential faults, notification and reporting of system performance.
- l. Building Information Management (BIM) system technologies including but not limited to: generation and management of 3D digital representations and modeling of physical and functional characteristics of a facility.
- m. Geospatial technologies, including GIS, CAD, BIM and GPS for AC150 compliance, rates and charges, campus addressing, various map book creation, collaboration and distribution of maps and data both via intra and extranet architectures.
- n. Information security processes, technologies, systems, and applications including but not limited to: monitoring / management of firewalls, intrusion prevention, vulnerability management and penetration testing, and compliance with Payment Card Industry (PCI) requirements and other security and privacy standards. Provide services to develop, implement, and enforce security policy.
- o. Building automation and management system technologies for monitoring, management, and performance reporting for: elevators/escalators, UPS and generators, fire detection and alarm systems, HVAC, low voltage and electrical systems, lighting control, and other technologies as needed.
- p. IT infrastructure technologies support including but not limited to: computer room design, physical and virtual servers, storage devices, communications devices, computer room HVAC and UPS, and copper and fiber optic cabling.
- q. Airport trunk radio technologies and systems.
- r. Passenger and baggage processing technologies including: self-service baggage check and boarding control, baggage tracking, rebooking, biometric identification, passenger movement sensors, and others as processing technologies evolve and are adopted.
- s. Patron loyalty program technologies to enhance customer services to frequent parkers, frequent shoppers, and other repeat customers.

- t. Point-of-sale technologies and integration.
- u. Computer-based training technologies.
- v. Asset life cycle management technologies for facilities, systems, equipment, and software.
- w. System and data integrations using Service Orientated Architecture (SOA), Application Programmable Interface (API) Technologies, and Airport Application centric Point to Point interfaces following IATA and ACI best practices that include but are not limited to: Oracle SOA Suite, API management solutions, REST, SOAP, XML, and JSON.
- x. Internet of Things (IoT) hardware, software, and system technologies and interfaces, standards and best practices.

2.17. Current Commercial Products in Use by the Aviation Authority

- 1. Oracle Financial Applications, including e-Business Suite and Oracle Fusion Middleware
- 2. Oracle Planning and Budget
- 3. Oracle Database + Dataguard
- 4. Oracle OBIEE
- 5. Oracle SOA Suite
- 6. Oracle WebLogic
- 7. SplashBI Reporting
- 8. Amadeus PROPworks
- 9. UKG Workforce Central
- 10. UKG Telestaff
- 11. ESRI ArcGIS, Portal & Mobile Apps On-Premise and On-Line
- 12. Autodesk AutoCAD, Collaborate Pro & Revit
- 13. IBM Maximo
- 14. IBM WebSphere
- 15. Prometheus DataSplice
- 16. SITA Com-Net Multi User Flight Information Display System (MUFIDS)
- 17. Skidata and GateKeeper Parking Revenue Control System
- 18. SITA Common Use Passenger Processing (CUPPS)
- 19. SITA Common Use Self-Service (CUSS)
- 20. SITA Biometric E Gates
- 21. Queue Management System
- 22. Veovo Resource Management System
- 23. VRC/VDGS/VIBES (STC BHS) – do we need to list these?
- 24. Fire Alarm Monitoring
- 25. Motorola RF Communications
- 26. Jervis B. Webb/Siemens Baggage Handling System(s)
- 27. MC2/Schneider Electric Building Operating System – Lighting and HVAC monitoring and control

28. Eaton Power Xpert Electrical Power Monitoring
29. Siemens Airfield Solution/ADB airfield lighting system
30. Schindler LiftNet Elevator Management System
31. Bombardier and Mitsubishi Automated Ground Transportation (AGT) monitoring and control
32. Softwarehouse CCure Access Control System (ACS)
33. HID SAFE physical identity management System
34. Qognify (Nice) Video Management Systems, Digital Video Recording Systems and Situitor / PSIM
35. IED Paging System
36. Civix Airport IQ Operations Centers
37. SSI ASSP computer based training
38. Avaya PodFx
39. Avaya CM
40. Avaya Aura Messaging
41. Avaya Experience Portal
42. Avaya Aura Conferencing
43. Mutare Message Mirror
44. Mutare Voice Forms
45. Microsoft Azure Services and M365 Suite
46. Microsoft Certificate Services
47. Microsoft Defender for Endpoint
48. Microsoft Exchange Services
49. Microsoft SharePoint On-Premise and On-Line
50. Microsoft SQL Server
51. DH2i DX Enterprise
52. Microsoft System Center Configuration (SCCM) & Operations Manager (SCOM)
53. Microsoft Internet Information Services (IIS)
54. Mobile Device Management Services (Airwatch)
55. Microsoft Windows Operating System servers, including clusters, virtual servers and blade servers
56. Netplus Telemanagement System
57. Linux based servers
58. Juniper and Palo Alto Software for intrusion prevention, detection, correction and reporting (e.g., Intrusion Prevention Systems (IPS) and firewalls)
59. F5 Load Balancer/applications delivery controller
60. Cisco core switches
61. Cisco edge switches
62. Cisco security platforms
63. Aruba 802.11 wireless controllers, Clearpass, location engine, access points, and beacons
64. HPE Meridian platform and SDK
65. Solar Winds performance monitoring and trends, control and diagnostics
66. ServiceNow IT Asset and Work Management, and Governance, Risk and Compliance (GRC)
67. Salesforce Service Cloud

- 68. K2 Blackpearl
- 69. Contentful CMS
- 70. WordPress
- 71. YCD Cnario digital signage products
- 72. Synect multi monitor content creation, management and delivery systems
- 73. Native iOS and Android platform development
- 74. Angular development platform
- 75. Splunk (Enterprise, Security, UBA, Cloud)
- 76. Rapid7 Nexpose, Metasploit Pro
- 77. ProofPoint
- 78. CyberTriage Incident Response System

2.18. Additional Services

If during the contractual period additional services are needed, the selected Proposer, also referred to as Consultant may, at the option of the Aviation Authority, be engaged to perform additional services. The selected Consultant, shall upon receipt of the written request from the CEO, perform such additional services based upon the hourly rates in the Professional Services Agreement. All additional work will be documented by amendment to be approved following the Aviation Authority policies prior to the performance of any additional services.

2.19. Non-Exclusive Services

This is a non-exclusive Agreement. During the term of this Agreement, and any extensions thereof, the Aviation Authority reserves the right to contract for another provider for similar services as it determines necessary in its sole discretion.

The remainder of this page is intentionally blank.

3.0 **RESPONSE REQUIREMENTS**

3.1 **Respondent's Mandatory Requirements**

Respondents must meet the following minimum requirements to be considered for the award of the contract. Respondents will address each requirement specifically in their Response. Each Respondent must acknowledge on company letterhead and provide written documentation that their firm meets the Requirements.

- a. Respondent must be registered/qualified to do business in the State of Florida. Provide a copy of such registration/qualification to the Aviation Authority with the Response submission.
- b. Respondent shall have a minimum of five (5) years' experience providing services of the type described in the Scope of Services above. Respondent shall provide an affirmative statement and/or documentary proof of such experience with the Response submission.
- c. Proposers and associated team members must demonstrate that they are able to perform a variety of assignments and tasks as described in Attachment "A" – Compliance Expertise Matrix.
- d. Return of Required Response Forms to include Proof of Insurance.

1. **Response Forms to be turned in to the Aviation Authority**

The Response forms, (1 through 9) shall be completed and signed by the Respondent's duly authorized representative. Failure to return the forms with the submittal may cause the Response to be deemed as non-responsive.

2. **Proof of Insurance**

The submittal shall contain proof of insurability issued by a company currently authorized to do business in the State of Florida and with an A.M. Best Company rating of at least B+ and a Financial Size Category of "Class VI" or higher according to the most current edition of AM Best Rating for the required insurance(s) listed in Section 3.4 Insurance Requirements.

- e. Respondents must provide the most recent audited annual financial statements for the last two years in order to evaluate the Respondent's ability to perform these Services. If audited annual financial statements are not available, provide balance sheets, income statements, and cash flow statements for the last two years.

This financial documentation shall be uploaded as a separate attachment via the e-procurement platform and be clearly labeled as follows: **"Confidential**

Financial Records Submitted under Seal and Exempt from Florida Public Records Disclosure.” (Reference Florida Statutes Section 119.071(1)(c) for exemption on financial records.)

- f. Respondent shall affirm their willingness to execute an agreement substantially in the form attached hereto as Exhibit 1 - Form of Professional Services Agreement.

3.2 Evaluation of Submittals

- a. Respondent(s) must meet the requirements as stated in Section 3.1 and demonstrate the capability required to provide the services described in Section 2.0 Scope of Services.
- b. Responses will be evaluated using the following criteria:

EVALUATION CRITERIA	
CATEGORY	POINTS
Experience and Qualifications of Respondent; Successful Completion of Similar Projects and References.	35
Knowledge and Experience of Key Individuals and Team	35
Approach and Methodology: Ability to provide the requested services.	10
Additional Requirements of the Response (Prior or Pending Convictions, Indictments, Investigations, Claims, and MWBE Participation Goal Level).	10
Price Response/Cost Response schedule.	10
TOTAL	100

- c. The Aviation Authority, in its sole discretion, may award the Contract to the responsible and responsive Respondent submitting the Response, which is deemed the most advantageous to the Aviation Authority, price and other factors being considered.
- d. ***Respondent is hereby notified that Section 287.05701, Florida Statutes, requires that the Aviation Authority may not request documentation of or consider a vendor's social, political, or ideological interests when determining if the vendor is a responsible vendor.***
- e. The Aviation Authority reserves the right to solicit from available sources relevant information concerning a Respondent's past performance and may consider such information in its evaluation and selection of Respondents.

3.3 Selection Process

- a. Responses to this Solicitation will be evaluated by the Committee based upon the Evaluation Criteria per Section 3.2 and as supported by the Respondent has provided all required information per Section 4.0 Response Submission Requirements. The recommendation of the Committee will be considered by the Aviation Authority Board for award.
- b. The Committee will evaluate the responses and may, at its discretion, invite one or more of the Respondents that appear to be the most advantageous to the Aviation Authority to perform the requested services to present/interview with the Committee. The purpose of such an interview would be to allow Respondents to elaborate upon their Response before a recommendation for ranking of the Responses is made. Interviews, along with the written Response will become part of the Respondent's response to be evaluated by the Committee.
- c. The Committee may conduct a presentation and interview session with each of the short-listed Respondents. Following presentations/interviews, or in the event Committee determines that presentations/interviews are not necessary, the Committee shall make a final ranking and select in order of preference, in order to make a recommendation to the Aviation Authority's Board, the responsible, responsive, and in its sole discretion, most advantageous to the Aviation Authority to perform the requested services.
- d. The Aviation Authority shall have the right, but not the obligation, to award all or any portion of the services. The extent and scope of the Services, along with the fees for such services, will be subject to final approval by the Aviation Authority. The Aviation Authority intends, but is not obligated, to enter into a non-exclusive agreement with the highest ranked Respondent to perform the required Services described herein. The Aviation Authority reserves its right to award any or all of the advertised services subject to the availability of funding.
- e. The Aviation Authority reserves the right to waive any informality in the Solicitations, to reject any or all Solicitations, and to re-advertise or elect not to proceed with the services for any reason.
- f. All recommendations and decisions regarding award of the services shall be made at open public meetings in accordance with the requirements of Florida Statute 286.011, and all interested parties are invited to attend such meetings. The meetings of the PC and Aviation Authority Board are public meetings.
- g. All parties desiring information regarding the award of the Contract may visit <http://Orlandoairports.net>

3.4 Insurance Requirements

At its sole expense, the Consultant shall maintain the following insurance during the term of this Agreement, including any extensions or renewals and such insurance will apply to Consultant, its employees, agents, and subcontractors.

- a. **General Liability and Automobile Liability:**
 1. **Commercial General Liability** insurance covering any and all claims for property damage and bodily injury (including death) and including, but not limited to premises, products and completed operations, and contractual liability for Consultant's covenants, with a limit of liability not less than One Million Dollars (\$1,000,000) per occurrence; and
 2. **Automobile liability insurance** covering each motor vehicle, including but not limited to owned, non-owned, or hired, used in conjunction with providing Services on Authority property resulting in property damage or bodily injury, including death with a limit of not less than Three Hundred Thousand Dollars (\$300,000) combined single limit per accident;
- b. **Additional Insured Endorsement.** Such above referenced liability insurance shall name Authority and the City and their members (including, without limitation, members of the Authority's Board and the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents as additional insureds.
- c. **Workers' Compensation and Employer's Liability.** The following insurance shall apply to all Consultant's employees who will be engaged on Authority property in the performances of Services in this Agreement: (i) workers' compensation insurance with statutory limits in accordance with Florida law, and (ii) employer's liability insurance policy limits not be less than \$100,000 for each accident, \$100,000 for disease each employee and \$500,000 for disease policy limit. If the Consultant is self-insured, the Consultant shall provide proof of self-insurance and authorization to self-insure as required by applicable Florida laws and regulations.
- d. **Professional Services / Errors & Omissions Liability Insurance.** Insurance covering Consultant for claims, losses and expenses resulting from wrongful acts or omissions committed in the performance of, or failure to perform, all Services under this Agreement with limits not less than One Million Dollars (\$1,000,000) per claim.
- e. **Other Insurance Requirements.** Consultant agrees to the following as it relates to all above required insurance:

1. **Self-Insured Retention and Deductibles.** Consultant's insurance policies shall not be subject to a self-insured retention or deductible exceeding \$10,000, if the value of the Contract is less than \$1,000,000, and not be subject to a self-insured retention or deductible exceeding \$100,000, if the Contract is \$1,000,000 or more, unless approved by the Authority's Chief Executive Officer. The above deductible limits may be exceeded if the Consultant's insurer is required to pay claims from the first dollar at 100% of the claim value without any requirement that Consultant pay the deductible prior to its insurer's payment of the claim.
2. Insurance policies shall be primary insurance and not contributory to any other valid insurance the Aviation Authority may possess, and that any other insurance the Aviation Authority does possess shall be considered excess insurance only.
3. Insurance shall be carried with an insurance company or companies with a financial stability rating by A.M. Best of B+ VI or better and said policies shall be in a form acceptable to the Aviation Authority.
4. Any liability insurance maintained by Consultant written on a claims-made form basis will maintain coverage for two (2) years to cover claims made after the Consultant has concluded its services to the Aviation Authority.
5. All insurance required for this Contract shall contain a waiver of subrogation clause, as allowed by law, in favor of the Aviation Authority and the City of Orlando.
6. A properly completed and executed Certificate of Insurance on a form provided or approved by the Aviation Authority (such as a current ACORD form) evidencing the insurance coverages required by this Section shall be furnished to the Aviation Authority upon the Notice of Intent to Award of contract or prior to any start of services, whichever comes first, and each renewal thereafter during the term of this Agreement and its renewal/extension. Consultant acknowledges that any acceptance of Certificate of Insurance by the Aviation Authority does not waive any obligations herein this Agreement.
7. The Aviation Authority is currently contracted with a third party for the management of all insurance certificates related to the Aviation Authority Contracts. Consultants who enter into a Contract with the Aviation Authority will be contacted directly by the third party vendor for insurance certificates and related matters such as expired certificates. An introductory letter will be sent instructing each Consultant of the proper procedures for processing updated insurance certificates as well as any other insurance related matter that may arise over the term of the Contract. Consultants will respond as

directed in the introductory letter as well as any further instructions they may receive.

8. The Consultant shall provide the Aviation Authority immediate written notice of any adverse material change to the Consultant's required insurance coverage. For purposes of this Insurance Section, an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction of any insurance coverage, or any increase in the Consultant's self-insured retention and any non-renewal or cancellation of required insurance.
9. If any insurance coverage is canceled or reduced, Consultant shall, within forty-eight (48) hours remit to the Aviation Authority a Certificate of Insurance showing that the required insurance has been reinstated or replaced by another insurance company or companies acceptable to the Aviation Authority. If Consultant fails to obtain or have such insurance reinstated, Aviation Authority may, if it so elects, and without waiving any other remedy it may have against Consultant, immediately terminate this Contract upon written notice to Consultant.
10. The Aviation Authority's Chief Executive Officer shall have the right to alter the monetary limits or coverages herein specified from time to time during the term of this Contract, and Consultant shall comply with all reasonable requests of the Chief Executive Officer with respect thereto.

3.5 Small Business Action Plan and Participation

- a. The Aviation Authority is seeking a detailed Small Business Action Plan ("Action Plan") that the Proposer will commit to implementing in order to maximize Small Business participation and development in a robust, meaningful matter, reduce barriers of entry for Small Businesses, and promote development of Small Business. This action plan may be a material factor in the shortlisting evaluation process.
- b. All Proposers are hereby notified that they must comply with the Small Business participation requirements for this Contract, as set forth herein and as referenced in the Aviation Authority's Small Business Participation Program. The Policies, Forms and certified Small Business Directory are available on-line at the Aviation Authority's web site: http://www.orlandoairports.net/small_business.
- c. The Aviation Authority's Professional Service participation program goal is 17% for Goods and Services. For this RFP Small Business participation will be assessed on a case by cases basis, based on each project actual scope of work and availability.

- d. The Action Plan shall at a minimum address the following factors relevant to maximizing MWBE participation on the Project:
1. Key Personnel: Name, title and contact information of the person responsible for the management of the small business program plan.
 2. Outreach: How many and what type of outreach efforts will the proposer have throughout the life of the contract to ensure they have a pool of qualified and certified small business to utilize in the event they have to notify the small business community organizations about contracting and subcontracting opportunities;
 3. Growth/Development: Provide a narrative for each proposed small business where you clearly state the plan to grow and develop the small business. Identify the matrix used to track achievement.
 4. Identify Opportunities: Identify opportunities for small businesses based on current or revised contract scope.
 5. Bond and Insurance: How the proposer plans to assist the small business in securing Bond or Insurance.
 6. Prompt Payment: Describe the invoice/payment process to ensure that the small business is paid within a reasonable time after submitting an invoice.
 7. Change Orders/Amendments: Affirm that all change orders and contract amendments are fully executed before starting the work.
 8. Apprenticeship, mentorship or other training programs: Please describe successful programs you have implemented and provide information about programs to which you will commit on this Project.
- e. The Proposal will be considered non-responsive to the solicitation and rejected if the Proposer fails to demonstrate, to the reasonable satisfaction of the Aviation Authority, as required by the MWBE policy, that the Proposer has met or has made a good faith effort to meet the established MWBE goal.
- f. Successful Proposer are required to submit, with each engagement, the Letter of Intent/Affirmation information by completing the form for each MWBE Firm. The successful Proposers may make duplicates of this form as needed. Both the MWBEs and the Proposers are required to affirm the information provided by signing the form prior to submittal. The successful Proposer shall enter into subcontract(s)/purchase orders with the MWBEs identified in the Letter of Intent. The Contractual arrangements with the MWBEs shall incorporate such reasonable terms as are required to complete the work described therein while furthering the Aviation Authority's MWBE policy. The successful Proposer must submit copies of

- the signed subcontract(s)/purchase order(s) to the office of Small Business Development for each MWBE prior to commencement of performance under this Contract. Failure to enter into the subcontract(s)/purchase order(s) with the MWBEs identified in the Proposer's Proposal documents or failure to submit copies of the signed subcontract(s)/purchase order(s) may result in loss of the award to Proposer.
- g. A Proposer shall not breach any of its obligations with the MWBEs. In the event Proposer desires to terminate or replace a MWBE, Proposer shall promptly notify the Aviation Authority of the impending termination, the reason for the termination and obtain the Aviation Authority's approval prior to proceeding with the termination. Following the termination Proposer shall replace the terminated MWBE with another MWBE. If the Proposer is unable to utilize another MWBE for performance of that portion of this Contract, the Proposer shall provide the Aviation Authority with documentation, in a form satisfactory to the Aviation Authority, showing that it is not possible to replace the terminated MWBE with another MWBE. The MWBE percentage for participation must not decrease below the percentage proposed during the term of the Contract.
 - h. The successful Proposer shall submit to the Aviation Authority a Disbursement Form with each invoice submitted for payment, indicating the amount of money spent with each MWBEs since the previous invoice.
 - i. Failure to carry out the requirements set forth herein or the commitments made by the Proposer (e.g. failure to subcontract with and use MWBEs, to pay MWBEs as committed in the Proposal documents, the failure to promptly pay MWBE Subcontractors in accordance with Section 5, subsection 50, etc.) shall constitute a breach by the Proposer of this Contract and may result in termination of the Contract by the Aviation Authority or such other remedy as the Aviation Authority deems appropriate. Additionally, Contractor is reminded two or more failures to satisfy the requirements set forth herein or the commitments made by Proposer may result in debarment under the Aviation Authority's Debarment of Contractors Policy 130.04.
 - j. Questions concerning the Small Business Program can be addressed to the Aviation Authority's Office of Small Business Development, Greater Orlando Aviation Authority, Orlando International Airport, 5850-B Cargo Road, Orlando, FL 32827; contact Orlando Santiago at OSantiago@goaa.org.
 - k. Proposers shall be solely responsible for confirming Small Business subcontractors' experience, capacity, certification and any other information related to the Proposal.

3.6 Good Faith Effort for MWBE Participation Program

- a. If the Respondent fails to meet the MWBE Participation Goals, the Aviation Authority will require Respondent to submit evidence of good faith efforts within two (2) business days of request; such evidence may include, but is not limited to the following:
- b. Indicating the name and title of the person responsible for the Respondent's good faith efforts to reach the participation goal;
- c. Provide evidence of attendance at Pre-Solicitation meeting, if any, scheduled by the Aviation Authority to inform MWBE firms of subcontracting opportunities under a given Contract;
- d. Provide a list of MWBE firms contacted; Provide copies of written correspondence to MWBE firms that their Response is being solicited, as well as certified return receipts to prove receipt or the reason for non-delivery;
- e. Provide evidence of information provided to the MWBE firms about the specific work the Contractor intends to subcontract;
- f. Provide evidence of information provided to MWBE firms on bonding and insurance requirements;
- g. Provide copies of advertisements in general circulation media, trade association publications, and minority focus media advertising for MWBE firms interested in subcontracting;
- h. Provide evidence that Respondent provided interested MWBE firms with assistance in reviewing the Contract plans, specifications, and the terms and conditions of the general Contract, subcontract and addenda;
- i. Providing evidence that the Respondent provided MWBE firms prompt notice of addenda affecting specific trade Contractors;
- j. Provide evidence that Respondent made follow-up inquiries after initial solicitations of interest from MWBE firms. Respondent shall maintain documentation of the date, time and name of individuals contacted. A telephone log is acceptable documentation of this activity;
- k. Provide a list of quotes submitted by MWBE firms;
- l. Provide documentation as to why MWBE firms were not utilized;
- m. In those instances where a majority Subcontractor is selected for a scope of work for which MWBE Responses were submitted, the Respondent shall submit records

- of all quotations received from MWBE firms and from the selected majority Subcontractor, and provide an explanation of the reasons why the MWBE firms will not be used during the course of the Contract. Receipt of a lower price quotation from a non MWBE firm prior to or at the time of the Solicitation Opening will not in itself excuse a Respondent's failure to meet participation goals. It is incumbent upon the Respondent to demonstrate that MWBE firms were not rejected as unqualified without a thorough and documented investigation of their capabilities and capacity.
- n. Additional information on meeting good faith efforts can be found by going to <https://orlandoairports.net/airport-business>.

3.7 Verification of Employment Status

- a. Prior to the employment of any person under this Contract, the Contractor shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Contractor during the Contract term, and an express requirement that Contractors include in such subcontracts the requirement that Subcontractors performing work or providing services pursuant to the state Contract utilize the E-Verify system to verify the employment eligibility of all new employees hired by the Subcontractor during the Contract term. For more information on this process, please refer to United States Citizenship and Immigration Service site at:
- <http://www.uscis.gov/portal/site/uscis>.
- b. **Only those employees determined eligible to work within the United States shall be employed under this Agreement.** By submission of a Response in response to this solicitation, the Contractor affirms that all employees in the above categories shall undergo e-verification before placement on this Contract. The Contractor shall commit to complying with this requirement.

The remainder of this page is intentionally blank.

4.0 **SUBMISSION REQUIREMENTS**

Vendors interested in providing the services shall submit their responses via e-Procurement Platform system. Once Vendors register with OpenGov, Vendors will submit their response securely before the solicitation deadline:

<https://procurement.opengov.com/portal/goaa>

By clicking the **PARTICIPATE BUTTON** under the solicitation. Responses submitted on the e-Procurement Platform with OpenGov, the response will remain locked and inaccessible by the Aviation Authority's Purchasing Staff until the solicitation deadline.

4.1 **Preparing Responses in Required Format**

- a. The Submission requirements in this section are not to limit the creativity in the presentation of a Response, but rather to list the elements of a response that the Aviation Authority deems most important to its evaluation process.
- b. It is the Respondent's responsibility to incorporate all pertinent information effectively, to communicate the Respondent's concept and meet the requirements listed in Section 3.1 Respondent's Requirements and Section 3.2 Evaluation of Award. The Respondent should prepare its Response simply and economically, providing a straightforward, concise description of the Respondent's capability to satisfy the conditions and requirements of this competitive solicitation.

Tab 1 - Table of Contents

Please insert a table of contents and a set of tabs to identify each sections of the Response to facilitate quick reference.

Tab 2 - General Company Information

A. Provide the name of Respondent's company (including the name of any parent company), Include:

1. Contact name and complete contact information of individual responsible for account ("Lead Individual").
2. Type of organization (corporation, sole proprietor, partnership, other).
3. Federal employer identification number.

B. Cover Letter

Provide a brief narrative description of the firm's expertise, experience, history, and the resources directly available for the proposed project.

1. Respondent must certify in writing with its Response that Respondent is registered/qualified to do business in the State of Florida. Include a copy of such registration/application to the Aviation Authority with the submission.
2. Respondent shall affirm their willingness to execute an agreement substantially in the form attached hereto as Exhibit 1.

C. Financial Statements

1. Respondent shall provide a statement certifying that they are financially stable and have the necessary resources and financial capabilities to provide the services at the level required by the Aviation Authority.
2. Respondents must provide the most recent audited annual financial statements for the last two years in order to evaluate the Respondent's ability to perform these Services. If audited annual financial statements are not available, provide balance sheets, income statements, and cash flow statements for the last two years.
3. Respondent shall attach financial as a separate attachment via the e-procurement platform and be clearly labeled as follows: **"Confidential Financial Records Submitted under Seal and Exempt from Florida Public Records Disclosure."** (Reference Florida Statutes Section 119.071(1)(c) for exemption on financial records.)

NOTE: If the Respondent is a joint venture or partnership, which is not currently in existence, the above requested documentation shall be submitted from each entity of the proposed joint venture or partnership.

Tab 3 - Respondent's Experience and Qualifications

A. Experience and Qualifications

Respondent shall demonstrate the specialized experience and technical competence of the firms comprising the team (including a joint venture, associate, or professional subconsultant), considering the type of services required. Include information such as firm's past record of performance on contracts with other government agencies or public bodies and with private industry, including such factors as quality of work, ability to meet schedules, cooperation, and responsiveness.

1. Describe recent services provided by Respondent's firm and proposed subconsultants to illustrate the firm's ability to perform the requirements of this Contract. Responses shall include at a minimum the following information: a. Client name and location including address and phone number of Client's project manager or primary contact; include location where services were provided if different from client location.

2. Brief description of the services provided including description of the services provided by the firm; total cost of the contract; completion date; etc.
3. Provide detailed narrative using three (3) recent examples/
4. A list of similar projects completed in the past five (5) years.

B. References

Respondents' references should demonstrate that the Respondent and the key individuals have the experience required, and reasonably has the reputation to perform the Scope of Services. **References shall be able to validate the Respondent's capabilities and experience.** It is the Respondent's responsibility to provide references and information that most closely demonstrates their experience with organizations (airports, counties, municipalities, or universities) of similar size, complexity, and risk exposure as the Aviation Authority.

1. Provide a minimum of three, but no more than five, references of airports and/or governmental entity clients. Respondent shall provide the following information for each reference:
 - a) Organization's Name
 - b) Address
 - c) Contact person
 - d) Telephone number and email address of contact person
 - e) Brief Description of Project
 - f) Respondent's Role and Identify the Lead Individual**
 - g) Date of Services/Status (current or past client)
2. The Respondent authorizes the Aviation Authority, its staff or consultants to contact any of the references provided in the response and specifically authorizes such references to release either orally or in writing, any appropriate data with respect to the Respondent and its Engagement Team members.
3. **Respondent bears full responsibility for naming references, which will respond to the Aviation Authority's reference checks. If the Respondent's references do not respond to the Aviation Authority's reference checks, the Respondent's evaluation will be adversely affected by non-responsive references.**

Tab 4 -Knowledge and Experience of Key Individuals and Team

- A.** Respondent shall demonstrate the specialized experience and technical competence of the key individuals and support staff who will provide the requested services, including but not limited to the proposed project manager, and key staff in each firm. Knowledge, recent experience, and expertise of these key individuals with projects of similar type and complexity will be a material consideration.
1. Identify the Lead Individual, highlighting their qualifications and experience. Include the length of time and number of projects the Respondent has with the proposed Lead Individual.
 2. Provide the names, qualifications, and experience of the engagement team, (key employees, consultants, and sub-consultants) to be assigned to the project. Include the length of time and number of projects the Respondent and the Lead Individual has had with the proposed team.
 3. Provide resumes of Engagement Team to be assigned to the project.
 4. Proposed organization chart for the Project that identifies the proposed client management team and any proposed subcontractors or subconsultants. Identify by name and title: the primary staff person who will oversee the Aviation Authority's account; Key Personnel; and other individuals who will support the Aviation Authority's account. Explain how the firm's management and primary staff person will direct and supervise the team.

NOTE: If the Respondent is a joint venture or partnership, which is not currently in existence, the requested documentation listed shall be submitted from each entity of the proposed joint venture or partnership.

Tab 5 - Approach and Methodology

Respondent shall demonstrate the firm's capacity, available additional resources, and ability to provide the required services. This should be demonstrated through the firm's understanding of the Aviation Authority's needs, the Scope of Work to be provided in order to manage and complete the work, and submittal of the following required information.

A. Project Work Plan

1. Provide a concise but detailed description of the Respondent's understanding of the project, detailed work approach and methodology. Include how the Respondent's team will address specific and unique aspects of this project.
2. Describe the approach, means, methods, and procedures ~~to~~**that may** be used to gather the data, analyze findings, and develop recommendations as requested.

3. Provide a detailed breakdown and description of the specific steps, services, and study products that ~~will~~ **may** be provided. Describe how the final product will be structured and presented upon completion.
4. Describe **how your firm will approach** any conditions, constraints, or problems that are unique to the scope of work that may adversely affect either the cost or work progress.
5. If your firm is subcontracting portions of this work, please indicate the firm with which you will be partnering along with the name, address, phone number, and email address of the contact person. Indicate the task **or tasks** that will be subcontracted and how the subcontract work will be managed and checked for quality control.

~~B. Project Schedule~~

~~Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence within 14 calendar days from the date the contract is awarded.~~

C. Implementation Plan

Each Respondent must submit an implementation plan, which clearly details Respondent's overall plan for providing the Services. The implementation plan must include the following:

1. A detailed description of the work the Respondent ~~will~~ **may** perform, showing Respondent's understanding of the Services and their role.
2. **Sample of graphs**, charts, or other aids reflecting the start date, phases of work, and ending date (e.g., workflow diagram) **that may be used to complete a project**.

Tab 6 - Additional Requirements of the Response

1. Prior or Pending Convictions, Indictments, Investigations, Regulatory Investigations

The Respondent shall provide a description of all prior or pending convictions, indictments, investigations, and regulatory investigations, either civil or criminal that relate to the services listed in **Section 2.0 Scope of Services**, in which Respondent or its affiliates, subsidiaries, parent company, directors, senior officers, senior regional officers, the Lead Individual, or Engagement Team members have been involved with in the last five (5) years immediately preceding the date of Respondent's response to this Solicitation, **or provide an affirmative statement that there are none.**

2. Claims Information

Disclose all lawsuits, arbitrations and claims filed or raised by or against the Respondent over the last five (5) years, specifically identifying the project involved, the parties involved, the nature of the claim(s), amount at issue, disposition or status and litigation, case style, number, and jurisdiction, **or provide an affirmative statement that there are none.**

3. Conflicts of Interest

Describe any conflicts of interest with the Aviation Authority that the Respondent's firm has or may have and how that conflict of interest would be mitigated or **provide an affirmative statement that there are none.**

NOTE: If the Respondent is a joint venture or partnership, which is not currently in existence, the above requested documentation shall be submitted from each entity of the proposed joint venture or partnership.

4. MWBE Participation

Include the level of MWBE participation that will be provided, and what services will be performed by the MWBE firm.

Tab 7 - Schedule of Fees

Use the pricing table provided within the ***e-Procurement Platform to provide*** the professional fees in association with the Scope of Services.

Tab 8 - Information Technology Functional Requirements and Capabilities Matrix

The Proposer shall provide:

1. A narrative describing the overall **Experience and Qualifications** of the Proposer's and Proposer's Subconsultant personnel to address each service, technology and commercial product requirement enumerated in the matrix
2. A description of the Proposer's specific **Knowledge and Experience** (including its team and key personnel), technical expertise and ability to deliver the services required and related to the technologies and commercial products identified in the attached Matrix. When available, include the name of the Proposer's customers and the scope of services provided to each (mainline strategic customer versus opportunistic niche customer). You may reference sections/pages in main proposal document.

3. **Proposer shall attach the Information Technology Functional Requirements and Capabilities Matrix as a separate attachment via the e-procurement platform and be clearly labeled as follows: Tab 8 - Attachment "A" - Information Technology Functional Requirements and Capabilities Matrix.**

Tab 9 - Additional Information If needed

If there is no additional information provide a statement: "No additional information."

The remainder of this page is intentionally blank.

24-101-RFP
**Information Technology
(IT) Continuing
Consulting Services**

Barich, Inc. Response to:

Greater Orlando Aviation Authority

September 13, 2023



barich

BARICH, INC.

#283

24200 SW Fwy Ste 402

Rosenberg, TX 77471

1 (480) 361-4122

www.barich.net

TAB 1

Table of Contents

TAB 1 – Table of Contents	2
TAB 2 – General Company Information.....	3
2.1 Name of Respondent's Company	3
2.2 Cover Letter	4
2.3 Financial Statements	7
TAB 3 – Respondent's Experience and Qualifications	8
3.1 Team Overview	8
3.2 Experience and Qualifications in the Scope of Services	10
3.3 References	38
3.4 List of Similar Projects	51
TAB 4 – Knowledge and Experience of Key Individuals and Team.....	58
4.1 Organization Chart.....	58
4.2 Lead Individual and Engagement Team.....	59
4.3 Team Individuals Available as Needed	60
4.4 Directing and Supervising the Team	63
TAB 5 – Approach and Methodology	64
5.1 Summary of Engagement Approach	64
5.2 Response to RFP Statements.....	68
TAB 6 – Additional Requirements of the Response	76
TAB 7 – Schedule of Fees	77
TAB 8 – Information Technology Functional Requirements and Capabilities Matrix.....	78
TAB 9 – Additional Information If Needed.....	79
Appendices	80
Appendix A: Company Overviews	80
Appendix B: Team Resumes	91
Appendix C: Forms	144



TAB 2

General Company Information

2.1 | Name of Respondent's Company

Contact name and complete contact information of individual responsible for account ("Lead Individual")



Frank Barich
Principal Consultant and Director

Email: frank.barich@barich.net

Phone: +1 (602) 919-0342

Mailing Address: #283, 24200 SW Fwy Ste 402, Rosenberg, TX 77471

Type of Organization

Corporation

Federal Employer Identification Number



2.2 | Cover Letter

Barich, Inc. is excited to respond to this Request for Proposals (RFP) from the Greater Orlando Aviation Authority (Aviation Authority) to provide professional information technology (IT) consulting services for the Aviation Authority at the Orlando International Airport (MCO).

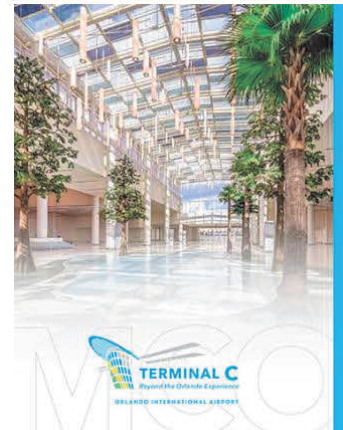
Through our ongoing work at MCO and hearing from some of the Aviation Authority's leaders, we know that *MCO is working on many improvements to better serve its community*. For example, we have seen the Aviation Authority move forward with the opening of the Orlando train station with service between Central and South Florida. This includes the 37,350 square foot station placed in the heart of MCO's new 80,000 sq. ft. Terminal C, all connecting to Terminal A & B by the five-minute ride on the new automated people mover. Despite setbacks due to the COVID-19 pandemic, the Aviation Authority pushed forward to the opening of a technology-filled, customer-centered terminal. This features 100% automated screening lanes at the TSA checkpoints and facial recognition for arriving and departing international passengers, immersive multimedia screens throughout, and a state-of-the-art Baggage Handling System and early bag storage—equipped with RFID technology for accurate tracking.

Still, the Aviation Authority refuses to rest easy, continuing its pursuit of excellence through the preparation of a new Airport Strategic Plan, providing a host of project improvements for the existing A & B Terminals, and already looking ahead to the next phase of work for Terminal C.

Through all of this, the Aviation Authority is seeking a consulting partner to expand its capabilities in delivering IT value across all initiatives. Additionally, as the new Chief Creative Officer begins to align IT, Customer Experience, and Innovation resources with its business objectives, the need for support will grow even further. As such, we have crafted a proposal that brings the Aviation Authority a **premier prime consultant** and a **comprehensive and flexible team**. Here's how:



1 | Our Leadership Understands the Aviation Authority – We are presenting Frank Barich as our team's Lead Individual. In addition to over 30 years of aviation IT experience, Frank has served the Aviation Authority since 2015 on several important initiatives. Highlights include providing the IT innovation concepts to the South Terminal C design effort, leading his team for the past 5 years on the existing on-call contract, and helping to push new technologies into MCO. We have also identified a backup for Frank: Ted Melnik. Ted has over 35 years of IT experience, 18 of which have been as an advisor to airport leaders, and the last 4 years being in support of Aviation Authority initiatives. Supporting Frank and Ted is Mary Wilson as our Internal PMO Lead. Marty is a results-driven and detail-oriented Senior Program Manager with over 20-years' experience. Further, we include staff such as Leslie Ruiz, Cary Reif, and several others who have also served on projects for MCO. This approach will ensure that the Aviation Authority has continued access to experienced leaders to meet its growing needs.



Photos from Brightline and the Aviation Authority Website





2 | We Understand the Business of Aviation and Airport IT – At our core, we are an aviation IT business consulting firm. We deeply understand the airport environment and are experts in the technologies on which airport operators rely. We serve airports of all sizes, and we understand the unique challenges of a large-sized airport. We also work across the means of airport governance—authorities, cities, ports, and counties—and we recognize the differences. Further, we work with airports that face a variety of air carrier business models, including hubs, origin and destination, and dominant airline carrier conditions. Also in this mix are the differing passenger experience objectives of airport operators based on the balance of business and leisure travelers. Each factor affects an airport operator’s approach for justifying and conducting IT projects.

Because of this, we take a holistic view when approaching IT projects, looking at how IT can and should align with an airport operator’s business drivers. IT is no longer a “cost center;” it is a *critical enabler to an organization’s future*. Our senior and principal consultants understand this, bringing deep experience in IT and airport management. A great example is that of our Lead Individual Frank Barich, as well as other consultants such as Ted Melnik, Justin Phy, and Peter Longoria who bring experience working with at least 20 different airports across the U.S. of all types and sizes. Some of our leaders are also former airport executives, such as Samuel Ingalls from Las Vegas (LAS) and David DiMaria from Detroit Metro (DTW). For this project, we are presenting Samuel as an Aviation Industry and Innovation Liaison—a role focused on expanding the Aviation Authority’s network and expertise in the aviation industry and beyond.

We also bring *skillsets from outside the industry* to airports in areas such as business analysis and enterprise architecture. An example is that of Leslie Ruiz who has spearheaded our firm’s prowess in business analysis and developed her own expertise in resource management systems (RMS) and airport operational databases (AODB)—among others. Combined with the project management capabilities of staff such as Marty Wilson and Cary Reif, we can greatly expand the Aviation Authority’s ability to develop requirements and statements of work, procure the most suitable solution providers, and implement systems—all while prioritizing the Airport’s best interests.



3 | We Lead in the Industry and Never Stop Learning – A building block for Barich, Inc. is the view that active participation in U.S. and global industry initiatives is essential to making a lasting difference for our airport clients—a formal company objective. This is why we actively engage with working groups in industry-wide associations such as the International Air Transport Association (IATA), Airports Council International North America (ACI-NA), ACI World, and the American Association of Airport Executives (AAAE). Through helping to set industry directions, we stay in touch with the changing business services, capabilities, and processes of an airport’s many stakeholders and impacts to the environment.

We share several examples of our industry involvement in Section 3.3; one is our ongoing work of closely supporting IATA’s Common Use Group. Another example is the recent Airport Cooperative Research Program (ACRP) Project 03-52 in which we brought together several airline and federal stakeholders, including the Federal Aviation Administration (FAA), Transportation Security Administration (TSA), and Customs and Border Protection (CBP)—all of which provided input to airport common use guidance. Another is Peter Longoria’s active involvement with the OnGo Alliance—a group that evangelizes and sets standards for use of Citizens Broadband Radio Service (CBRS).

All of this goes back to our founding. Since the very beginning, we have remained at the *forefront of new topics* to understand their impact to airport business processes. From the late 1990s with common use and airport IT master planning, through the early 2010s with integrated passenger self-service, biometrics, and mobile devices, to now with virtual queuing, CBRS, and digital transformation—among many other important topics—we have helped to



drive process and infrastructure improvements across the board. Our reputation has resulted in the [award of progressive projects](#) such as the joint biometric Innovation Lab between CBP, TSA, and MCO through MCO's research and concept development program. It is also why we are continually selected to [lead innovative projects for the ACRP](#). Just in the last three years, we have led ACRP projects focused on touchless solutions, culture of innovation, transformative technologies, holistic common use, and private wireless networks/CBRS. We plan to bring *all* of this continual effort to bear in our work with the Aviation Authority.



4 | We Exemplify an As-Needed Consulting Partner – We encourage the Aviation Authority to follow up with our references whom we serve under as-needed contracts, such as Phoenix Sky Harbor (PHX), as well as those who we are serving on a repeat basis such as Minneapolis St. Paul (MSP) and Reno-Tahoe (RNO). They will confirm that we [prioritize partnership](#). As our client, we understand that we work *for you* and *with you*. That means we will ensure that our team remains in-step with the Aviation Authority's Primary Point of Contact (PoC) so we can bring the *right* resources to the table *when* you need them.

We also understand that your needs will periodically be more diverse than what we can provide. To broaden our team, we have included a team of subcontractor partners including local small businesses and aviation IT experts with whom we have a working history with. For example, we have collaborated with Burns Engineering in MCO on IT infrastructure and systems design and with M2P Consulting in RNO defining enterprise business intelligence strategies—among several other projects. We are particularly excited about our partnership with the local firm TriOrb whose founder maintains a very robust connection with Florida universities. See [Section 3.2](#) for more on this. We also include trusted independent consultants such as Dominic Nessi (with whom we are working in airports to define cybersecurity standards) and Alberto Florez (who has previously served the Aviation Authority and received high marks for his work).



5 | We Craft Effective Approaches – We apply our years of lessons learned to each project we scope and execute, assembling project experts themselves to craft Purchase Order work statements with a balanced approach. We balance the need for *innovation* with that of *practicality*, the introduction of *best practice* with the need for *customization* to the Airport's needs, and the need for *close project management* with that of *flexibility* to accommodate change. We look forward to crafting effective approaches for the Airport.



6 | We Present a Comprehensive and Flexible Team – We have assembled a team that provides access to the top-notch staff of Barich, Inc., as well as that of our partners. Tab 3 and Tab 8 demonstrate how we have covered the scope of services; the following provides a summary:

- **Scope of Services:** This range of services is exactly in line with what Barich, Inc. provides to our clients. Some are a general skill (ex: research) that we apply to many subject matters, while others are more specific (ex: security). As specific project needs arise, our Internal PMO Lead will review the specific expertise required and pull from internal or subconsultant resources to ensure we provide the Aviation Authority with the right personnel. Also worth noting is that our team presents a diversity in focus areas and seniority of our staff, including consultants, business analysts, project managers, support analysts, and more.
- **Technologies:** As shown in the Tab 8 Compliance-Expertise Matrix, the firms on our team cover each technology area. We also go one step further to identify *which* individual have relevant experience, and we include resumes in the Appendix. And of course, if a specific need arises that is outside of these individuals' expertise, we can tap into the other resources of our team members whose resumes are not included in this package.



- **Current Commercial Products:** We come very close to presenting experience in all these products, and in some cases, we have experience with the *type* of technology. If specific needs do arise in an area for which we do not have a resource, we will work with our talent acquisition staff to meet the Aviation Authority's needs. Beyond our team firms, we also maintain a vast network of experts to support niche needs as they arise.

Brief History and Affirmative Statements: Barich, Inc. was established 24 years ago in 1999 as a sole proprietorship, and in 2002, was incorporated in Arizona. As such, we have provided services of the type noted in the RFP for well over 20 years. We have staff across the U.S. This includes staff at our MCO and PHX client locations. Barich, Inc. is registered/qualified to do business in the State of Florida. Barich, Inc. also affirms its willingness to execute an agreement substantially in the form attached to the RFP as Exhibit 1.

We look forward to serving as your IT consulting partner. We will work hard to provide you the very best in every facet of this contract, operating with transparency and demonstrating the highest ethical standards.



Very Best Regards,

Francis T. Barich

Francis (Frank) Barich, *Principal Consultant and Director, Barich, Inc.*

2.3 | Financial Statements

Barich, Inc. is financially stable and has the necessary resources and financial capabilities to provide the services at the level required by the Aviation Authority.

Barich, Inc. has attached financial information as a separate attachment via the eprocurement platform and be clearly labeled it as follows: **"Confidential Financial Records Submitted under Seal and Exempt from Florida Public Records Disclosure."**



TAB 3

Respondent's Experience and Qualifications

In this tab, we present our Team's experience and qualifications using the following three sections:

3.1 | **Team Overview** – Briefly summarizes the firms on the team.

3.2 | **Experience and Qualifications in the Scope of Services** – Here we describe the experience of firms comprising the Team in the type of services required, weaving in examples of past performances on other contracts. In doing so, we also describe our approach to staffing each area. This is meant to be reviewed in concert with Section 2.1 of the Tab 8 Compliance-Expertise Matrix.

3.3 | **References** – Here we provide five (5) relevant references, providing all information requested in the RFP (ex: client name, cost of contract, completion date)

3.4 | **List of Similar Projects** – Here we list similar projects from the past five (5) years from Barich, Inc. and other firms on our Team.

3.1 | Team Overview

We have assembled a comprehensive team to serve the Aviation Authority, as shown in Table 1.

Table 1: Team Overview

Proposer/Prime Consultant		
	Barich, Inc. #283 24200 SW Fwy Ste 402 Rosenberg, TX 77471 1 (480) 361-4122 www.barich.net	Frank Barich, Principal Consultant and Director Cell: 602-919-0342 frank.barich@barich.net
Subconsultants		
 AceApplications, LLC 1802 N. Alafaya Trail, Suite 146, Orlando, FL 32826 407-499-0025 Contact: Courtney Powell Cpowell@aceapplications.com www.Aceapplication.com	 AST, LLC 4343 Commerce Court Suite 701 Lisle, IL 60532 888-278-0002 Contact: Smarajit Pramanick spramanick@astcorporation.com www.astcorporation.com	 Burns Engineering, Inc. Seaside Plaza, 201 S. Orange Avenue, Suite 940 Orlando, FL 32801 314-254-4648 Contact: Gregory Spence GSpence@burns-group.com www.burns-group.com



 CAROLYN BINDER, CPA, LLC

Carolyn Binder, CPA, LLC
9300 Conroy Windermere Road
#2093 Windermere, Florida
34786
407-319-0301
Contact: Carolyn Binder
carolyn.binder@binderpcpa.com
www.binderpcpa.com



Certified Network
Professionals, Inc. (CNP)
MIA – BLDG 3030
4331 NW 22nd Street
D-Wing, 2nd Floor
Miami, FL 33122
954-610-0443
Contact: Orlando Suero
ogsuero@cnetpro.net
www.cnetpro.net

DEL RAY

Del Ray Solutions, LLC
24 E. Howell Ave
Alexandria, VA 22301
202-360-9287
Contact: Sean Cusson
Sean Cusson
sean.cusson@delraysolutionsllc.com
www.delraysolutionsllc.com



Hahn Integrated Systems
Orlando Site Office
11328 Terminal C Service Rd.,
Orlando, FL 32824
303-396-8131
Contact: Neil Hahn
neil@hahnisc.com
www.hahnisc.com



M2P Consulting Inc.
1 Rockefeller Plaza, F11
New York, NY 10020
+1 203 997 8914
Contact: Andreas Haefner
haefner@m2p.net
www.m2p.net



Pattern Labs
3000 Airport Dr #404
Erie, CO 80516
+1 (904) 654 3299
Contact: Kellen Schroeter
kellen@patternlabs.ai
www.patternlabs.ai



Rockport Software Limited
126 Fairlie Road
Slough, Berkshire
SL1 4PY United Kingdom
+44 (0) 1753 577201
Bob Logan
bobl@rockportsoft.com
www.rockportsoft.com



ServiceTec International Inc.
950 Herndon Parkway, Suite
380 Herndon, VA 20170
703-259-4016
Contact: Brian Curtis
brian.curtis@servicetec.com
www.servicetec.com



TriOrb Solutions, LLC
33 4TH Street North STE 206
ST Petersburg FL 33701
(727) 401-8319
Contact: Joseph Hall
joehall@triorbsolutions.com
www.triorbsolutions.com



Trulight LLC
458 Northwood Road,
Crawfordville, FL 32327
(850) 270-3053
Jonathan Kilpatrick
Jonathan.Kilpatrick@trulightconsulting.com
www.trulightconsulting.com

For additional information on each company, see [Appendix A: Company Overviews](#)



3.2 | Experience and Qualifications in the Scope of Services

*Note: This section is meant to be reviewed in concert with **Section 2.1 of the Tab 8 Compliance-Expertise Matrix**.*

We keenly understand the Aviation Authority's processes and the needs across the scope of services—from research and concept development, to operational readiness, and through all stages of planning and ensuring security. As such, we present the detailed description of our understanding of the work approach and methodology required by the RFP for each of the Services (items **a** through **n** below). As noted in Tab 5, section 5.2 of our Response, we provide our statement to the "Project Work Plan" understanding in this section.

In doing so, we use the following approach:

- **Experience and qualifications with the Aviation Authority.**
- **Experience and qualifications with other clients or the industry associations.**
- **Subconsultant qualifications** (Those who are planned as key team members of each service that address specific and unique aspects of the service area. For further information on team resources and experience, please refer to the Tab 8 for the Compliance-Expertise Matrix.)
- **Proposed approach and methodology** (how we will use our combined resources to provide the types of services and products described in the RFP. Please note that we will apply the approach and methodology in concert with our service delivery methodology described in Tab 5 of our proposal.)

a) Research and b) Concept Development

The Aviation Authority rightly described the technology environment in the RFP (under Related Services) as an area that has a high 'rate of change in technologies, products, and services.' In recognizing this fact and ensuring we can quickly respond to change with the expertise needed, we established a very progressive approach to research and concept development (RCD) services. Our approach builds upon the RCD program that we currently provide under the W-372 On-Call IT Consulting Services Contract with the Aviation Authority. For this service, we further expand upon our existing program using **TriOrb Solutions** and **Pattern Labs** as key team members strengthening our RCD experience and qualifications.

Barich Inc.'s Aviation Authority Qualification & Experience

In our existing program, we conduct a continual look at the potential technologies that impact RCD services. As directed by the VP of IT, we maintain a Technology and Innovations Tracking Tool (Tracking Tool), which is the impetus for review of RCD during the recurring 'Innovations Concept Roundtable' meetings.

The Tracking Tool uses PowerPoint for a clean, Executive Management look and feel while also maintaining detailed information regarding the status of each innovation/technology. Through the Tracking Tool, we can log relevant information and assess the impact these may have on MCO operations and customer experience. Initially implemented for Terminal C technology tracking, we recently refreshed the Tracking Tool to account for an airport-wide look at innovations and technologies. During ongoing 'Innovations Concept Roundtable' meetings, we use the Tracking Tool as a resource guide in reviewing and assessing innovation concepts. Participants in the meeting include Aviation Authority VPs (or delegates) from Customer Experience, IT, and Operations, along with consultant team members from Barich and others. We maintain the Tracking Tool on a SharePoint intranet site.



Through the course of the existing on-call contract, under the direction of the prior CIO and current VP of Information Technology, we have performed RCD services for the following projects.

- ✓ ***Drone Detection Technologies and Airport Program Status*** – conducted research and prepared an Aviation Authority-specific whitepaper that included an industry-wide analysis, relevant regulatory concerns, and detection/mitigation technologies. The depth to which we took this whitepaper garnered praise from the CIO who stated, “*this is why you stand out in the industry.*”
- ✓ ***People Monitoring and Tracking Systems*** – conducted initial research for North Terminal
- ✓ ***Uses of Autonomous Vehicles*** for the passenger process (such as with autonomous valet, and the divesting in delivery of bags) – conducted initial research for North Terminal
- ✓ ***Parking Guidance*** – conducted research and prepared a detailed market assessment for use in the existing Terminal C garage and potentially other garages.
- ✓ ***Artificial Intelligence-enabled Printer Stock Monitoring*** – prepared detailed business case for combining artificial intelligence (AI) and Internet of things (IoT) devices to predict printer usage across the airport property. The goal of the solution would be to reduce the need for staff to unnecessarily check various printer locations, freeing them up to do higher priority tasks and improve their cost-effectiveness.
- ✓ ***Self-Bag Drop*** – worked with GOAA IT and SITA in preparing for the North Terminal Common Use Self-Service Bag Drop Concept Plan and 2019/2020 Pilot program.
- ✓ ***Data Integration*** to enable seamless resource allocation within the ***baggage handling system*** – prepared detailed business case.
- ✓ ***Hologram Technologies*** – conducted research and prepared a brief market summary presenting the different types of solutions to achieve a holographic effect for potential use in the terminals.

We also performed the RCD process at the start of the MCO ***Resource Management Systems (RMS) and Airport Operational Data Base (AODB) Systems Design and Implementation project***. Since we provided the full project life cycle of services for this project, you will see this project presented throughout this section. For this project, we provided our Principal Consultant, Frank Barich and Project Manager, Alberto Florez, to lead the research on potential solutions, produce the Market Assessment, and develop the Concept (including rough order of magnitude costs).

We currently perform RCD services toward the ongoing work of establishing the *Aviation Authority / CBP / TSA Biometric Lab Program*. Important to note, MCO is the first and only US airport selected by CBP and TSA for the common use emphasis. Started in 2021, we assist the Aviation Authority, performing tasks such as the following:

- ✓ In late 2021–2022, the Aviation Authority and Barich collaborated with the CBP and TSA to establish a collaborative Innovation Lab (Lab) to be located at MCO. This Lab is focused on identifying, developing, and testing the expanded use of biometric technologies to improve passenger service.
- ✓ The goal of this project is to look at the passenger journey from before the curb (i.e., cruise ships, trains), through security, to after the gate (i.e., connecting flights, international locations)—all to identify how the use of the passenger’s biometric data can streamline their access through each location.
- ✓ We assisted with the planning and configuration of the proposed lab environment; achievements to date have included: moderated joint Aviation Authority / CBP / TSA planning meetings; prepared biometric roadmap; established airline partnerships;



prepared the preliminary configuration and concept of operations for MCO Live-Lab; and developed base requirements for the Trust Framework.

- ✓ As of 2023, the team is working through stakeholder coordination and operational challenges and have initiated Airline interviews to establish a business framework for airline objectives.

Barich Inc.'s Industry Related Qualification & Experience

First, the depth of our industry-based RCD services is reliant upon the extensive active participation and leadership we provide through aviation-related organizations, associations, and committees. Please see our [character reference](#) (Ian Law) for details relating to the various industry engagement channels.

Barich, Inc. has extensive experience in conducting research and concept development within the airport industry and beyond. We have performed primary research on behalf of many of our clients, the Airport Cooperative Research Program (ACRP), the Program for Applied Research in Airport Security (PARAS) under the National Safe Skies Alliance, ACI-NA, ACI World, and IATA. Our extensive and very relevant research projects published include:

- *ACRP WebResource 10: Periodic Publication on **Transformative Technology** at Airports | 2021 & 2022*
- *ACRP Research Report 241: Toward a **Touchless** Airport Journey | 2022*
- *ACRP WebResource 8: Integrating **Social Media with Emergency Management** at Airports | 2019*
- *National Safe Skies' PARAS Report 0003: Enhancing Communications and Collaboration Among Airport Stakeholders | 2017*
- *ACRP Project 11-02/T24, "ACRP Digital Delivery Format Options" | 2016*
- *ACRP Report 136: Implementing **Integrated Self-Service** at Airports | 2015*
- *ACRP Report 128: Alternative **IT Delivery Methods** and Best Practices for Small Airports | 2015*
- *ACRP Web-Only Document 23: Guidance on Successful Computer Maintenance Management System (CMMS) Selection and Practices | 2014*
- *ACRP Report 88: Integration of **GIS and Emergency Management** at Airport | 2013*
- *ACRP Report 41: Guide to the Decision-Making Tool for Evaluating **Passenger Self-Tagging** | 2011*
- *ACRP Research Digest 11: Helping Airports Understand the Payment Card Industry Data Security Standard (**PCI DSS**) | 2010*
- *ACRP Report 30: Reference Guide on Understanding **Common Use** at Airports | 2010*
- *ACRP Synthesis 8: Common Use Facilities and Equipment at Airports | 2008*

Projects completed and expected published in 2023 include:

- *ACRP Project 03-52, "Guidelines for Adapting and Managing Airport Common Use Programs" – taking a broad look across the airport facility, **roadway to ramp***
- *ACRP Project 01-47, "Developing a **Culture of Innovation** at Airports"*

Most recently we were awarded the 2023/24 research project to develop guidance toward airport private wireless systems.

Our experience and skills in RCD services often directly translate into various services for our Aviation clients. For example, the Metropolitan Airports Commission (MAC) contracted the services of Barich to conduct research on common use applications and airport uses, and then



prepare a realistic concept for the MAC in procuring a progressive common use system. For this project, we utilized our Business Analyst, Leslie Ruiz, and Systems Consultant, Cary Reif. Upon the successful completion of the common use concept, the MAC retained our services in preparing the Common Use Procurement package.

Subconsultant Qualifications & Experience, and Resources

As a key component of RCD, we propose the use of subconsultant team members **TriOrb Solutions** and **Pattern Labs**. These firms provide essential elements and resources for the success of our proposed RCD services, including hands-on research lab facilities. Through this team approach, we expand the reach of RCD services and, when required, employ hands-on investigations through the use of our laboratory facilities. Additionally, we introduce the means of using student talent through local universities and colleges. Shown below are the highlights that each company brings to our proposed approach.

TriOrb Solutions, a local Veteran and minority-owned company, specializes in solving many of the relevant IT, telecommunication, cyber, and data-related challenges noted in this RFP. TriOrb maintains a local lab, which we propose can be used when required by this program. TriOrb has five operational divisions supporting K-12 schools, small to large businesses, local/state Government, and Federal clients. TriOrb provides complete end-to-end technology solutions.

TriOrb Solutions also integrates students into their projects from many of the **Universities** and colleges in and around Orlando, including the Universities of Central and South Florida (UCF and USF), and from St. Petersburg College (SPC). With the help of the State of Florida Department of Labor Apprenticeship and Internship programs, their program offers a unique opportunity to blend classroom knowledge with practical skills, setting students on a path towards professional success. As with the Aviation Authority, TriOrb believes in nurturing emerging talent. Through their program, they have helped to place Telecommunications and Information Technicians and Cyber Security Specialists in various school districts and other private businesses. We plan to enhance the intern program to produce an effective avenue of introducing young talent to the Aviation Industry and opportunities at MCO.

Pattern Labs is a Research and Development firm focused on building sophisticated **autonomous robots** to address pressing industrial applications. The co-founder of Pattern Labs has a rich background in autonomous systems, including systems acquired by Amazon and implemented for use in Amazon warehouses. Pattern Labs is based in the Denver Colorado area and is currently performing research and development for the aviation industry related to autonomous baggage carts. Through their research, they have deployed at least one unit at a small airport in a test configuration.

They ride the 'sweet spot' between cutting-edge R&D and actual solution scaling. Pattern Labs specializes in R&D in the areas of Artificial Intelligence (AI), Machine Learning, Robotics, communications, and software. Their aviation focus takes full consideration of all things autonomous and associated communications, AI, and other technologies. Pattern Labs maintains a research lab, which we propose can be used when required by this program.

Project Approach, Methodology, and Resourcing

For this service, we plan to take full advantage of the work already invested and expand our approach to better align with the Aviation Authority Airport Strategic Plan. As we currently work with Aviation Authority IT to update the IT Master Plan, we have been given early review of the Airport Strategic Plan. Two items especially stand out from our review: that being the increased effort of testing and performing pilots at MCO, and the expanded coordination efforts



with local universities. Additionally, we believe our proposed approach will align very well with the new Aviation Authority Chief Creative Officer organization structure

We look forward to expanding our approach, as we work closely with the Aviation Authority.

1. We propose the **continued use of the Tracking Tool** and the Aviation Authority Innovations Roundtable meetings initiated by the VP of IT to review and prioritize RCD initiatives. We will enhance the Tracking Tool—which already provides a means of collecting relevant information—to include all information elements noted in the RFP (fit for purpose, limitations, issues, etc.). We will use our Principal Consultant, Frank Barich, along with TriOrb Solution's Principal Consultant, Joseph Hall, as the primary points of contact.
2. We will **prepare each requested Research Plan** (Plan) for directed research on selected technologies, using our Business Analysts and support from TriOrb. As a part of our Plan, we will establish the base set of functional requirements and prepare the initial use case. This version of the use case will identify resourcing needs for subject matter experts from our team, and it will provide options for laboratory work, taking full advantage of the expertise of Pattern Labs and/or TriOrb Solutions. We will also identify the costs for conducting the RCD services. As a part of our Plan, we will show the use of university-supplied students and support.
3. Upon the approval of the Plan, we will **execute and monitor the research steps**, and document discoveries and conclusions for probable fit for the intended purpose or to determine compliance with pre-qualification requirements. As noted, we will perform such evaluations and demonstrations in either our laboratories, independent laboratories, the Aviation Authority IT laboratories, or specific circumstances, in product source laboratories in a structured, controlled, and monitored environment.
4. Based on the conclusions, we will **update the Tracking Tool** to maintain relevance and integration elements with existing MCO technologies.
5. For the projects that move from Research to Concept Development, we will have completed most of the work to prepare the Concept as a part of the Research Plan and in the conclusions/findings of the Research. As the Aviation Authority may opt to move directly to Concept Development, in lieu of extensive research, we are prepared to perform the steps necessary to **establish the concept and document solution options** to meet the needs (e.g., functional, performance, and interface requirements) of the enterprise at a conceptual level. We will sufficiently complete the concept plan to describe possible commercial product and service components, custom designed and developed components, any inter-relationships, an allocation of requirements to those components, solution options, and associated risks.
6. As with the Research Phase, we will **maintain the Tracking Tool** regarding the results of the concept developed.



c) Business Case Development

For projects that either move on from RCD, or are requested by the VP of IT, we will prepare a Business Case as noted in the RFP. This will specifically address business impact assessment; technical infrastructure impact assessment, including impacts due to fail-operational and cybersecurity requirements; risks assessment; credible implementation timeline; cost benefits assessment for direct and indirect project costs, and consideration of direct benefits (Return-On-Investment (ROI), Internal Rate-of-Return (IRR)), and any intangible benefits.

For this service we further enhance our existing qualifications and experience with use from our subconsultant team members, **Carolyn Binder CPA, LLC**, a woman-owned small business, **Hahn Integrated Solutions**, and **Rockport Software**.

Barich Inc.'s Aviation Authority Qualification & Experience

Under our existing contract, we worked with the Aviation Authority in updating forms and process for the production of IT based Business Case documents. Near the conclusion of Terminal C Design, Aviation Authority Operations brought to the attention of IT the potential benefit of certain data-driven project improvements. These included the following:

- Predictive Analytics: Proactive Common Use Equipment Consumables Replacement
- Predictive Analytics: Seamless Resource Allocation within the Baggage Handling System
- Cross System Communication: Arrival Bag status for Inbound flights
- Cross System Communication: Push Operational BHS Updates to Information Display Systems (IDS)
- Cross System Communication: Resource Utilization per Carrier
- Cross System Communication: Displaying Operational data on the AVDGS screens

In considering the noted project improvements, our Business Analyst interviewed Operations personnel involved in the concepts of each to establish an understanding of business benefit and opportunity. Working with the Aviation Authority CIO, we assessed and selected the Predictive Analytics project improvements noted above for further development of these opportunities by preparing detailed Business Cases. In February 2020, under the direction of the CIO, we performed the following tasks:

1. We conducted a series of interviews and site walks to ***understand the current situation*** and conditions of both product environments, and to understand the potential opportunities.
2. From the information gathered, we ***prepared Executive Summaries*** and presented to Aviation Authority Operations staff and the CIO. Based on this presentation, the decision was made to move forward with the preparation of Business Case 1 & 2.
3. Working with the CIO, we ***prepared an approach and templates*** for the production of the Business Cases. Once the approach and content were established, we conducted a 2-month study. This study explored the two business cases collaboratively selected by Aviation Authority Operations and IT.
4. Each business case described ***business challenges*** for the Aviation Authority and offered an opportunity for resolution using data collection, dashboards, and predictive analytics. The business opportunities provided by the ***proposed solutions*** allow the Aviation Authority to take a proactive stance towards passenger satisfaction and operational efficiency. Business Case 1 was further supported by a tremendous Return on Investment (ROI) Opportunity. Business Case 2 was also further supported by the opportunity of reducing Irregular Operations impacts with baggage handling disruptions. Shown here is a snapshot of the outline of Business Case #1.



Figure 1: Example Business Case Outline

TABLE OF CONTENTS	
Executive Summary	2
Introduction	4
Key Concepts	4
Business Case #1: Proactive Common Use Equipment Consumables Monitoring & Replenishment	6
<i>Problem & Opportunity</i>	6
Problem	6
Opportunity	7
<i>Proposed Solution</i>	8
Data Sources	8
Solutions	12
<i>Strategic Alignment</i>	13
<i>Cost / Benefit Analysis</i>	14
Forecasting	15
Predictive Analytics	17
<i>Conclusion</i>	19

Although each Business Case was approved and accepted by Operations and IT, significant challenges experienced during the ensuing COVID-19 Pandemic did not allow the Aviation Authority to move forward with the recommendations.

Barich, Inc.'s Industry Related Qualification & Experience

We have successfully completed numerous business cases to provide recommendations or justify resource investment in business solutions. ***One recent and relevant example*** includes work performed for the City of Phoenix Aviation Department under our current on-call IT PMO contract.

The City of Phoenix Aviation Department is in the early stages of replacing the Passenger Emergency Duress System (PEDS) that was installed in 2003. This system consists of emergency call boxes placed strategically across the airport campus to connect callers directly to the Aviation Command Center. The problem is that the original system has reached its end of life, and the upgrade of 198 analog call boxes to the new Voice over Internet Protocol (VoIP) system is a tremendous undertaking. Therefore, our IT PMO has been tasked with preparing a business case that details the best options of paths to replacement. The choice to develop a business case through our IT PMO contract was based on past successful business case developments of our staff.

Our Business Analyst is currently driving both the research phase and business case development for this project. The research includes several data gathering sessions with technology and other stakeholders, a peer group analysis, coordination with several vendors to identify rough order of magnitude (ROM) pricing, and review of vendor-provided and online materials. The business case includes the following overall steps:



1. Define Problem
2. Define Options
3. Prepare Cost Analysis on Options
4. Jointly write Proposed Solution with stakeholders
5. Prepare Draft Document
6. Draft Business Case Complete
7. Review Draft Document by Stakeholders
8. Conduct Review Sessions with Stakeholders
9. Finalize Document
10. Final Business Case Complete
11. Sign-off

The Project Manager assigned is using a combination of Agile and SAFe/ITIL management approaches needed for the scale of this project. This allows pieces to be completed simultaneously and the overall project to be ~20% shorter than comparable past projects.

We host standard weekly meetings around the business case, and as new information comes to light, we host ad-hoc sessions to collect information from different business units who are needed for success. We are also reporting weekly to Executive leadership on where we stand with the product and the business case development so that they know what has been accomplished, what is next to do, the risks along the way, and plans for their mitigations. We will present the final business case to Executive leadership, then to the Board for final approval.

Subconsultant Qualifications & Experience, and Resources

Our subconsultant team members Carolyn Binder, Hahn Integrated Systems, and Rockport Software provide essential elements to the success of our proposed Business Case Development services.

Carolyn Binder CPA, LLC is a certified woman owned business providing contract and professional accounting, auditing, and consulting services including CFO outsourcing primarily to the government, and non-profit sectors. Carolyn Binder, CPA, LLC has been proud to serve some of the finest governmental entities over the past 21 years and has over 15 years of experience providing financial consulting services to airports.

Hahn Integrated Systems, Inc. (HISC) possesses considerable experience with the Aviation Authority. Through the years, we have worked with HISC in various capacities, and we have used their skills on projects with our City of Phoenix Aviation Department and Edmonton Regional Airport Authority clients, along with work through our existing Aviation Authority on-call contract. HISC has been a part of the Aviation Authority Innovations and Technology Assessment effort, mentioned above in the Research and Concept Development Services section.

HISC recently provided business case development services for the Aviation Authority with their assessment of use between the LCD vs LED displays for MCO. Their Principal Consultant Neil Hahn developed a cost per square foot for LCD vs Direct View LED to evaluate the financial impact of changing the Digital Signage Design. The original design was based on LCD monitors and MCO wanted to see if the program could afford DVLED. By developing a cost per square foot approach, different sign canvasses could be evaluated separately. This approach allowed MCO to make their decision quickly by doing several different comparisons.

The core service of **Rockport Software's** business is the provision of quality consultancy services. Rockport's expertise lies with information modeling, reference data management, software development, and business intelligence / data analytics. Additionally, as an aviation-based consulting firm, Rockport is very engaged in ACI World and the Airport Community



Recommended Information Services (ACRIS) Working /Group, and as result, possesses expertise in the integration of aviation processes, such as Baggage Management Systems.

Rockport further provides Enterprise Performance Management (EPM) services. EPM, including key performance indicators (KPI), balanced scorecard, process modeling, and activity costing leads to demonstratable financial benefits, as a direct result of the analytics.

Rockport has extensive experience in the development of product, system, and service concepts. They develop business cases and new business models based on a standard approach that analyzes markets, technologies, dependencies, partnerships, activities, cost and revenue models etc. The business case typically follows the Minimum Viable Product (MVP) approach - think big, start small, deliver value quickly.

Project Approach, Methodology, and Resourcing

For the projects that move from RCD to business case development, we will take full advantage of the processes and forms already established, working closely with Aviation Authority personnel. Depending on the conclusions from the research, this may include performing a more detailed market analysis, business case analysis, functional, and/or interface requirements. Some business cases require formal financial analysis utilizing metrics such as Net Present Value (NPV), Internal Rate of Return (IRR), or Return on Investment (ROI). Alternatively, the project's cost may be assessed based on its payback period, discounted or otherwise. Regardless, our approach begins by ***aligning the organization's business objectives with stakeholder needs***, and it culminates in independent analyses of benefits and costs while thoroughly assessing stakeholder impacts, feasibility, and risks.

As we have worked through all combinations of the above, we will prepare the appropriate scope of services needed to describe possible commercial product and service components, custom design and developed components, inter-relationships, and an allocation of requirements to those components, including options and risks. ***Steps to our approach*** include the following:

1. Our Internal PMO Lead Marty Wilson will work with HISC as our primary subconsultant support for Business Case Development Services. We will confirm additional resources needed, based on our small business development plan and subject matter requirements.
2. The assigned Business Analyst will confirm that the concept for the Business Case is well laid out, properly defining the opportunity and high-level functional requirements. In this step, we may need to conduct business interviews to appropriately complete, or at least confirm the concept.
3. Once we confirm the concept, we will engage our assigned Team resources, internal Aviation Authority resources, or other means to assist with the identification of options for consideration. For example, if in the case of the Business case to consider seamless resource allocation within the Baggage Handling System, we will engage the services of Rockport Software.
4. Using the templates already established, and the subconsultant resources assigned, the Business Analyst will lead the effort in evaluating the business options and implementation strategies.
5. Once options are adequately developed, the Business Analyst will coordinate and conduct an Aviation Authority Stakeholder review session, including at least representatives from the Business Owner and IT.
6. From the results of the Business Review Meeting, our Business Analyst will develop the Business Case Recommendations, including all financial requirements.



d) Requirements Development

Through our existing contract with the Aviation Authority, our Business Analysts have played a pivotal role in effectively developing requirements (functional, performance, and interface) and in defining the dependencies and limitations (e.g., financial, regulatory, technical, operational). As a core of our business, we excel in defining business requirements, streamlining processes, and proposing innovative solutions that empower airport operators to achieve optimal effectiveness and efficiency. In this regard, we closely engage with each client's stakeholders, ensuring the completion of vital business analysis activities.

For this service we rely upon our Business Analysts, and Project Managers, with support of subject matter experts from our subconsultant team. Within their realms of expertise, each subconsultant team member possesses skills and experience to assist with the development of requirements and in ensuring projects are completed in accordance with specifications.

Barich Inc.'s Aviation Authority Qualification & Experience

Under our existing contract, we have worked with the Aviation Authority on various projects for the requirements definition phase. The **most prominent example** is the selection and implementation of the Aviation Authority RMS and AODB project. As the RCD and Business Case development efforts completed for this project, we provided our Business Analyst (BA) Leslie Ruiz and Specialty Consultant to support the development of Requirements.

Based on our concept development work, the Aviation Authority determined that the design, development, and test approach would be through competition among non-consultants. As a result, our on-site BA worked closely with the Aviation Authority Business Applications Team to complete the functional requirements and prepare two sets of solicitation documents, including the Statement of Qualification and the Proposal Criteria Package. These tasks included requirements elicitation, analysis, and specification. In addition, our BA was responsible for answering questions and evaluating responses from prospective vendors, along with developing and managing a 100+ question on-site demonstration test for the vendors.

Our on-site Specialty Consultant and Principal Consultant were instrumental in performing the vendor/market assessment that highlighted the potential vendors to the Aviation Authority. Additionally, our Specialty Consultant was the liaison between the Aviation Authority and the awarded vendor, and between the integrator and vendors for other special systems that integrate with the RMS. His knowledge of best practices in the industry was vital to this process,

Barich, Inc.'s Industry Related Qualification & Experience

We have developed requirements documents at many airports in the last twenty-three years, including recently at Minneapolis St. Paul (MSP), Reno-Tahoe (RNO), San Antonio (SAT), Phoenix Sky Harbor (PHX), Dallas Fort Worth (DFW), and Tucson (TUS). The following lists just a handful of examples:

- Resource Management Systems (RMS)
- Airport Operational Databases (AODB)
- Common Use Passenger Processing Systems (CUPPS)
- Biometric Exit
- Data Visualization
- Passenger Flow/Operational Optimization
- Parking Access and Revenue Control System
- Paging/Public Address
- Passenger Emergency Duress



Subconsultant Qualifications & Experience, and Resources

Each of our Subconsultant team members are qualified to assist or lead the requirements development, depending on the subject matter. *By way of example*, the table below represents how our team will come together should Barich is called upon to assist with requirements development services for the *Aviation Authority's Oracle Enterprise System*. In this case Barich would provide the services of Applications Software Technology, LLC (AST) and Rockport Software to assist. AST and Rockport Software Team resumes provided in our proposal response support these services:

Company	Experience	Services
Barich, Inc.	✓ Extensive Aviation Experience ✓ Technical understanding of current architecture, involved in future planning ✓ Experienced Project Management Team	1. Project Management 2. Business Analysis – business requirements and specification development, testing criteria 3. System Support as required
Rockport Software	✓ Founded by ex-senior managers and directors of Oracle ✓ Gold partner of Oracle ✓ 20+ years of company experience in Oracle products ✓ Core competence is BI and analytics ✓ 12+ years of Aviation experience, particularly interoperability data models ✓ Clients include Heathrow Airport, Societe Generale, Yahoo Europe, Lloyds Bank, Emirates Airlines.	1. Architecture Planning 2. Requirements Development 3. System Testing and Acceptance
AST	✓ Platinum Oracle Partner since the mid 90's ✓ Complete focus in Oracle technologies ✓ Extensive work with the Aviation Authority ✓ Oracle E-Business implementation ✓ Competency is across the Oracle ERP and Middleware, and Cloud services ✓ MCO AIDB platform	1. Architecture / System modifications 2. Configuration and Management Services 3. Project Advisory Services 4. Training



Project Approach, Methodology, and Resourcing

Our proposed plan for Requirements development services will follow these steps:

1. Based on the Concept plan and Aviation Authority determination of the design, development, and test approach, we will establish our BA, Consultant, and Project Management Team. The following table provides guidance to our resource allocation approach.

Design, Development, Test Approach	Barich Team Resources
1) Aviation Authority Personnel Only	No specific resources
2) Aviation Authority and Consultant Personnel	We will supplement Aviation Authority staff, as directed with: 1. Barich-supplied BA, Consultants, PMs 2. Subconsultant Team SMEs 3. Subconsultant Team Designers
3) Consultant Personnel Only	We will supply full complement of Team noted in item 2 above
4) Competition among Consultants	We will respond the Aviation Authority RFP as required
5) Competition among non-Consultants	As directed by Aviation Authority, we will provide BA, Consultants, PM, and SMEs as required to assist in effective requirements definition and selection on non-Consultant Vendors.

2. Based on the approach selected, we will establish a project plan defining resources, schedule, and outcomes. Typically, we will supply the BA, Consultant, and Project Management resources and rely on the expertise of our subconsultants for design, development, and testing personnel.
3. We will provide requirements development services in accordance with the developed project plan, which will define the use of the following services. Note that we may also provide development and / or configuration services (use of SME subconsultants), as directed by the Aviation Authority:
 - a. **Conducting a Business Needs Assessment** – our Business Analysts delve into understanding the existing state that requires transformation and the expectations of primary stakeholders. This process aims to foster a shared understanding of the business objectives.
 - b. **Defining the appropriate Business Analysis Planning Approach** – we meticulously identify the most suitable techniques and deliverables based on project scope, methodology, and other crucial project factors. We then establish realistic timelines for completing deliverables.
 - c. **Completing Requirements Elicitation and Analysis** – this entails engaging with stakeholders through various means such as interviews, workshops, surveys, and other relevant methods. The selection of techniques depends on the specific business domain, corporate culture, and project



deliverables. This includes preparation of one or more artifacts detailing functional, integration and technical requirements, process flows (as-is and to-be) and project constraints and assumptions.

- d. **Communicating Requirements Traceability and Management** – To ensure effective communication and management of requirements, we establish requirements traceability. This involves tracing the lineage of each requirement, including its backward and forward connections, as well as its relationships with other requirements. Traceability aids in maintaining compliance with requirements and assists in scope and change management, risk management, time management, and cost management.
- e. **Validating and Testing the Business Solution** – This is a vital step in our process. Leveraging the Requirements Traceability Matrix, we will validate the system functions according to the defined business requirements. In addition, we test applicable system interfaces to ensure accurate data exchange. In some situations, we assess different solutions to determine the one that best meets the business needs. We identify any gaps or deficiencies in the solutions and propose workarounds or changes accordingly. Our Business Analysts may prepare or review test plans and test cases to ensure a clear understanding of functional requirements. Additionally, we may lead user acceptance testing, collaborating with the business community to ensure that the implementation meets the needs of end-users in the business.

e) Operational Readiness (OR)

As projects approach Operational Readiness, we help ensure thorough preparation for system deployment through provision of operational readiness, which generally begins through the establishment of a thorough checklist. This checklist ensures that all necessary elements for the system to go live are in place and that the system can undergo the change management process required for production implementation. A crucial aspect of this process is ensuring readiness from both the business organization and the IT organization. We emphasize the importance of involving the organization responsible for system support throughout the development process, leading to their active participation during operational readiness. This involvement enables them to fully embrace the new system on behalf of the organization.

In this section we present our experience and qualifications for providing Operational Readiness services to the Aviation Authority, followed by examples of our industry experience providing similar services. For this service we rely upon our Business Analysts and Principal Consultants, with support of subject matter experts from our subconsultant team. We spotlight one of our subconsultants, **ServiceTec**, where they have engaged the ITIL processes as a part of their Operational Readiness Plan. We conclude with a proposed approach showing the use of Barich Team members, assisted by SMEs from our subconsultant team members.

Barich Inc.'s Aviation Authority Qualification & Experience

New solutions and processes can introduce challenges to those not yet accustomed to them. Staff members need to understand the value of new solutions and be fully prepared to use them. The Aviation Authority RMS/AODB project noted above is an **excellent example** of providing Operational Readiness Services, immediately following Requirements Development and oversight of implementation and testing. Our team stayed on through the entire course of project deployment, testing, and operational readiness. It is important to place dedicated focus and experts on developing assets such as the following:



- Policies and Procedures
- Maintenance Program
- Training Program and Materials
- Change Management

Once the project moved into implementation, we performed joint application development (JAD) sessions and reviewed all the solution designs and the integration design documents delivered by the vendor to ensure they met both the best practices and the business requirements. We were involved in any change requests, and we were part of the official sign off to move from design into implementation.

Our on-site specialty consultant also oversaw factory acceptance testing, then started training and system acceptance testing. This moved into system integration testing and user acceptance testing. We then entered the parallel testing phase to test the new system against the old. After this, production verification testing was the last step before cutover. The final phase of our services was to help ensure that the billing processes were working as planned and needed.

Throughout this project, we focused on facilitating input and resolving challenges. Due to the priority of this project, our BA was on this project full time on-site, working closely with the client's Business Applications Team. Since the client had built several custom features around unique processes, and since there was a large number of staff that worked in the system, our BA hosted very in-depth requirements, observation, and whiteboard sessions with the Aviation Authority team.

Another complicating factor is that, since the client had recently experienced a very costly solicitation protest process, this project required that a lawyer be present for all activities to help ensure the requirements and documents were written fairly: something Barich, Inc. prioritizes in every project.

This very complex project was considered a full success, with the Operations group experiencing a very smooth go-live and very quickly realizing the operational efficiencies gained by using the tool. The system handled the data as we had planned, and the staff were well trained in managing it. On the billing side, after the support we provided post-go-live, the Finance stakeholders were happy with how it was meeting their needs.

Barich, Inc.'s Industry Related Qualification & Experience

We often provide our BA and Project Management services to ensure to ***ensure effective operational readiness***. To facilitate a smooth transition, we ensure the business organization receives adequate training, and that a well-planned go-live strategy is implemented. This strategy may involve various approaches, such as running the new system in parallel with the existing one, conducting a flash-cut where the transition is swift, or implementing a phased-in period for gradual adoption. We tailor the approach to ensure manageability and minimize disruption during the go-live process.

Key to operational readiness is ***user acceptance testing***. We try to have the primary users of the system participate as we find that not only does having the "experts" involved help to identify any defects, but being hands-on in the system is a beneficial supplement to training.

One such example is with our recent work for the City of Phoenix Aviation Department's emergency alert mobile application "ELERTS" for which we provided project life cycle services. Introduction of the tool, instructions on how to download it, and when/why to use it needed to be communicated to all badge holders. We worked with the Aviation Public Relations division to develop a communication plan which included the following:

- Inclusion in our weekly Aviation News email and direct email to all Aviation staff, airline and concession partners, and ground transportation partners.
- Online on the intranet and airport website.



- Flyers posted in breakrooms and in the badging office.
- Added to New Employee Orientation curriculum.
- We also created a video detailing the steps to download, install, and set up the mobile application.

We were working under a tight deadline for operational readiness in time for busiest day of PHX history: the day before the 2023 Super Bowl. Through the excellent teamwork of Barich, PHX IT/Operations, and our PMO leadership, we successfully completed this project on schedule and without issue the week before Super Bowl.

Subconsultant Qualifications & Experience, and Resources

In planning for Operational Readiness, we will engage the services of our subconsultant team members, depending upon subject matter. One such firm is ServiceTec who provides frontline support services during operational readiness, utilizing an ITIL best practices consultancy approach. They can also engage in the project regarding ITIL training services of in-house staff. This process aligns very well with ours.

Project Approach, Methodology, and Resourcing

Our plan for operational readiness begins at the conception of the project and culminates with a signed-off operational readiness checklist. We have prepared the ***steps of our proposed approach*** based on the experience already gained working for the Aviation Authority, and the combined experience of Barich PMO services and selected subconsultant team members.

1. Our assigned Project Manager will ensure that we perform the original operational readiness assessment, as a part of the business case preparation. Project delivery requires an early assessment of how ready the Aviation Authority is to accommodate the expected change. Although all answers are not available at this point, general responses from the following questions will help in framing future procurement and installation requirements.
 - a. Are the people ready for change, maintenance?
 - b. Does current staff possess the needed skills maintain and operate?
 - c. Does the Aviation Authority management support the change?
 - d. Can the infrastructure support the change?
 - e. Are proper continuity of business and contingency plans in place?

(Note: Not all of the above is formally and strictly followed today during the business case preparation. However, the above is a recommended approach by the Project Management Institute and is one we have incorporated into our other PMO client locations.)

2. At conclusion of requirements definition, our BA will conduct an as-is/to-be exercise with the business, focused on expected change for operational readiness. Starting with the information collected during step 1, we will enhance the operational readiness information of step 1 and produce the first version of the checklist. At this point, the checklist will include change management requirements, showing testing, training, and operational responsibilities.
3. During the final phases of test preparation, our BA will confirm completion all aspects of the operational readiness checklist as the project moves through its final testing cycles.
4. Our BA and Project Manager will conduct operational readiness testing and will begin to provide OR services as defined in step 3 above. Final steps may include the following:
 - a. Training staff
 - b. Approve production environment
 - c. Assist with post-implementation, including procedural documentation preparation



f) Project Management (PM) And Owner Authorized Representation (OAR)

We provide project management services to most of our airport clients, serving as the airport authorized representative to keep the client's best interests elevated throughout project lifecycles. When an established project management methodology (PMM) is in place, we diligently adhere to it while maintaining the flexibility required in specific circumstances. Additionally, we have expertise in developing PMMs in accordance with industry standards set by the Project Management Institute (PMI). Our project managers are either certified as Project Management Professionals (PMP) or actively working towards certification. They effectively oversee projects based on the contract agreement, always keeping the Aviation Authority's interests at the forefront. In cases involving vendors, they will have their own project managers advocating for their respective interests. In addition to our PM services, we provide Owner Authorize Representation as may be needed. Our PMs and OARs are qualified professionals, capable of managing IT projects and IT portions within non-IT projects.

For this service, we rely upon our Project Managers with support of subject matter experts from our subconsultant team. We spotlight one of our subconsultants, **Hahn Integrated Services, Inc.** where they recently provided IT OAR services during the design and installation of the new Terminal C.

Barich, Inc.'s Aviation Authority Qualification & Experience

PM Services for AIDB Integration - Through our existing contract, as directed by the Aviation Authority, we provide our Project Managers to either support or Augment the Aviation Authority Project Management Team. Near the completion of the RMS/AODB project, working with IT and Finance, we identified the need to integrate the Aviation Authority Airport Information Data Base (AIDB) with the new Vendor AODB. In order to maintain continuity across all the projects, we provided the PM to ensure this project was in-line with the Aviation Authority's strategic goals for enterprise data architecture. Our PM collaborated with Aviation Authority and our subcontractor development team **AST** to jointly develop and execute a Project Management Plan based on the timeline, and the schedule provided by IT. Our PM provided oversight and management of the sub-consultant resource, ensured overall quality assurance for this task, and was responsible for monthly reporting of project status.

OAR Services for Terminal C Seamless IT Transitions - During the design and construction phase for Terminal C, we provided our Principal Consultant, reporting directly to the prior CIO (and current VP of IT), acting in the capacity as an owner's representative for the coordination of all IT systems and services. This project demonstrated our capabilities to work seamlessly with Aviation Authority IT, through the many challenges associated with implementing IT projects. Our Principal Consultant Ted Melnik liaised with the construction project to ensure that all aspects of the IT services commitments were understood and executed on time. These aspects included networks, infrastructure, applications, media, common use, signage, bridges, gate automations, cyber security, and other related areas.

As part of his duties, our Principal Consultant maintained collaboration with the IT department, Owner's Authorized Representatives, the designer, and construction team members. This was done through regular weekly meetings in which issues were raised and documented and follow-ups were closely tracked. Over time, this IT Commitments meeting environment has been perceived as a "safe" environment without judgement on the basis that everyone strives to execute well in support of the construction deadlines. Ted continues his liaison services to Aviation IT, in support of continued Terminal C design/construction projects.



Barich, Inc.'s Industry Related Qualification & Experience

City of Phoenix, Aviation Department PMO - In providing PM services to our clients, we strive to provide the best of service through PMP-certified Project Managers. Because of our expertise in this area, we have been asked by some of our clients to assist in the formation of an airport Project Management Office (PMO). Prior to his work for the Aviation Authority, Ted Melnik worked directly for the PHX CIO in preparing the methodology in accordance with City of Phoenix and PMI standards. This methodology helped Aviation IT provide a structured approach for all project delivery functions. We continue to provide an augmented team of Project Managers and Business Analysts, working under the established PMO.

For projects conducted under this program, we prepare a Project Charter that outlines the project's objectives, key deliverables, schedule, cost, and allocated resources. This charter is approved by the project sponsors. Our project managers then assume the responsibility of reporting to the project sponsors and other stakeholders, preparing both formal and informal project communications. They issue meeting agendas, maintain meeting minutes, oversee the issues and risks log, manage the delivery manifest, review, and sign off on payment requests, submit deliverables for review and approval, provide recommendations, manage project resources, ensure adequate training, and facilitate testing and acceptance. They then collaborate closely with client resources to ensure a seamless transition from implementation to production.

City of Ontario, Aviation Department PMO and PM Services – The Ontario Airport (ONT) is growing very fast. Ontario is a logistical hub for freight and there are several large carriers in the vicinity of the airport. Passenger counts are increasing and there is a significant international presence supporting the CBP station. As a result, there are a significant number of on-going construction projects with IT elements in them. Our Internal PMO Lead Marty Wilson is currently assisting the CIO with the establishment of an IT PMO to provide IT PM services within these construction projects. Along with setting up the PMO, Marty is providing PM services toward projects that are ongoing. Marty reports directly to the CIO.

Subconsultant Qualifications & Experience, and Resources

Although many of our subconsultant team members can provide PM services, here we spotlight **Hahn Integrated Services**. Through the design and construction of Terminal C, HISC provided their Principal Consultant Neil Hahn as the Owner Authorized Representative for all IT services. More than this, HISC holds a unique place in the systems industry, combining their experience with a talent of understanding their client's process and project needs. Their expertise includes:

- Design and Technical Program Management – Specializing in Airport and Transportation Communication Special Systems
- Refining Customer Business Processes thru technology
- Detailed Design of Special Systems
- Overall Project Management
- Project Scoping and Constructability Studies
- Manufacture Business Consulting

HISC has performed these duties at MCO. As an example, HISC runs the warehouse for the owner-furnished equipment (OFE) procurements which is not a normal technology OAR's requirement. This includes operating a forklift and truck to deliver the expensive OFE items including technology and millwork.

An important side note: this is a project in which HISC, Burns, and Barich have all been involved, demonstrating the synergy between our firms.



Project Approach, Methodology, and Resourcing

In providing PM Services, we will use our Internal PMO Lead Marty Wilson as the lead PM to coordinate all subconsultant team members providing PM and OAR services. The following are the primary steps to providing PM and OAR services:

1. Regardless of project, Marty will maintain a PM resourcing table in accordance with our Small Business Plan, ensuring a proper use of PM resources.
2. Based upon Aviation Authority direction, Marty will assemble the appropriate set of PM/OAR resumes, for review by the VP of IT, or his designated representative.
3. Upon approval, we will submit the scope of services as required.
4. Upon project start, our PM will prepare the Project Charter and submit for approval.
5. All work will be coordinated with the Aviation Authority IT PMO.
6. Our PM will work in accordance with the Project Charter, providing the necessary updates through the course of the project.

g) Resource Acquisition

Team Qualification & Experience

From a staffing perspective, throughout the duration of the contract, we will take responsibility for sourcing and providing approved resources to support the Aviation Authority's initiatives and projects. We currently provide similar services for the resource requirements experienced through our PHX IT On-Call PMO. Thanks to our extensive in-house expertise and network of airport consultants, we are often able to swiftly bring in specialized resources for the airport. A notable advantage for the Aviation Authority is that our staff members typically possess firsthand experience working with sister airports facing similar challenges and obstacles. This positions us to bring valuable ideas from other airports for review and consideration.

We have a diverse pool of available resources, including project managers, business analysts, and technical staff who are well-versed in the unique airport environment. They have access to specialized IT skillsets spanning programming, infrastructure, and security. The acquisition process for new resources is rigorous and includes thorough evaluations such as topgrading and competency interviews. While our preferred lead time for new hires is a minimum of 45 days to ensure optimal results, we can accommodate shorter timeframes when flexibility allows.

In addition to providing resources for project execution under the contract, Barich team members have substantial experience assisting airport clients in identifying and justifying the acquisition of internal resources. Our approach is based on a business case methodology, encompassing a comprehensive evaluation of requirements, costs, benefits, impacts, and risks associated with acquiring or not acquiring the resource.

Project Approach, Methodology, and Resourcing

Using our approach, our Internal PMO Lead Marty Wilson will identify the resources required and work with our Talent/Resource Acquisition Specialist in providing the regional and nation-wide talent searches for the desired positions. They will be ready to assist our Lead Individual in development of statements of need, rationale and methods for acquiring IT resources (e.g., facilities, systems, equipment, funds, personnel) needed to meet IT demands and commitments for services. When required, we will provide personnel acquisition assistance, including preparation of job descriptions and postings, review of resumes, interviews to validate qualifications, and support as requested during in-person interviews.



h) Maintenance

Team Qualification & Experience

We have assembled a Team fully prepared to assist with the maintenance of in-place systems as required. For example, ServiceTec provide services to the Aviation Authority today. Depending on the systems selected, any one of our team members can be called upon to provide these services. ***The following are two such examples:***

AIDB Maintenance Support

Through our existing contract, Barich, Inc. uses Applications Software Technology, LLC (AST) as the subcontractor in its maintenance of the Aviation Authority Airport Integrated Data Broker (AIDB). AST built and implemented the AIDB for the Aviation Authority, and their team maintains an intimate knowledge of the system, which has been critical to the success of the AIDB thus far. The AIDB facilitates message transfers between various services and performs message or data transformations as required across the Orlando International and Orlando Executive Airports.

AST provides routine monitoring support and On-Call tasks in support of the AIDB environment. This structure provides agility in resource acquisition when external professional services may be required on short notice to assist Aviation Authority IT staff. In addition to sustaining operations support, subject matter expertise may be required to perform product research, concept development, or business analysis prior to executing a funded Project Startup. This includes the development of scopes of work, architecture documents, planning documents, meetings, and other tasks that may be used to assist the Aviation Authority to meet short-term or long-term asset management support and planning. Also included are troubleshooting various product and environment issues, proofs-of-concept, and minor enhancements that on their own do not warrant a separate task.

This scope of services covers at least the following as they relate to existing platforms or products:

- Technical system and server maintenance
- Technical troubleshooting support
- Estimation
- Documentation

Maintenance of Operational Systems - AceApplications has a strong track record in maintenance of operational systems, including defined processes for: system hosting, patch management, firmware and system updates, production change control, and repair and removal of hardware. They have successfully supported operational systems for: University of Central Florida, OCPS schools, Wayne County Airport Authority, Jackson Municipal Airport Authority, and others.

Project Approach, Methodology, and Resourcing:

Upon an Aviation Authority service request for maintenance provisions, our Internal PMO Lead Marty Wilson will assess best fit between subconsultant team members and the technology / system identified for maintenance. He will assess against the following principles:

- Subconsultant was responsible for development of the system.
- Subconsultant has provided similar services and is in good standing with the Aviation Authority.
- Subconsultants identified through Barich's Small Business Plan.



- Staffing service firms, used as a part of this contract.
- External resources.

Once best fit is determined, Marty will work with the Aviation Authority to prepare the basic scope of services, which may include such items as maintenance of in-place systems (shown in section 2.16 of RFP, or other systems), subsystems, and applications. Services may include, but not limited to the installation and testing of software and firmware patches and releases, software and firmware version control, preventive and corrective hardware and software maintenance, and removal and repair or replacement of hardware.

Upon approval of the scope of services, and throughout the maintenance contract, Marty will conduct routine and regular status checks on the quality of work performed.

i) Operations

Similar to providing Maintenance services, we are prepared to perform services related to the operation of in-place systems and subsystems, including but not limited to re-location, configuration, start-up, shutdown, backup, diagnostics and function and performance data collection, and other operational functions as an extension of the Aviation Authority IT Department personnel. These systems and subsystems include but are not limited to those identified in Section 2.16 of the RFP.

Under another existing contract, our subconsultant ServiceTec provides several augmented staff performing operations services. Should there be a need for these staff to be provided under the Barich contract, we are able to move that forward. These staff members are vendor-independent, which, in turn, enables an airport client to consolidate multiple support contracts into one. Other airports where they provide operations support services include: BNA, CAE, CLT, DEN, GSP, JFK, LAS, LAX, MSP, OAK, ONT, RNO, and SFO.

We will follow the proposed approach for providing Maintenance services as described in the section h) Maintenance above.

j) Planning

Team Qualification & Experience

Supporting the development of IT strategic planning products is a ***core element of our business***. Our ability to research technologies is further shown in the many of the products we have produce for our clients. With each of these projects, we are responsible for thoroughly assessing and understanding the technologies and their uses, and subsequently documenting findings and conclusions.

Specifically for the Aviation Authority, under our existing contract, we support the VP of IT through use of our Principal Consultant, Ted Melnik, in producing the next version of the MCO IT Master Plan. Different from prior IT Master Plan products, Ted is carefully coordinating all planning and development activities with each of the IT management sections. In addition, Ted is coordinating strategic planning elements with the prime architect of the Aviation Authority's latest Airport Strategic Plan release. Ted will further use the internal resources of Barich, to ensure industry initiatives are properly identified, assessed, and blended into the final recommendations.

As noted in section 2.11 of the RFP, we must possess the ability of producing a variety of IT Planning documents, depending on the specific needs of the Aviation Authority. We recognize IT planning takes many forms. ***For example***, most recently, our IT planning team, led by Frank Barich, completed for the Los Angeles World Airports (LAWA), a first of its kind, *Virtual*



Queuing Feasibility Study. US Airports, including the Aviation Authority, have deployed Virtual Queuing (VQ) in specific areas of its security checkpoint. However, no North American Airport has yet to invest in an airport-wide deployment of VQ. Resulting from the customer service and operational benefits achieved to date, and considering the opportunities and challenges, LAWA sought to understand fully the concept of an airport wide VQ system, and commissioned Barich, Inc. to prepare a detailed Feasibility Study (Study).

In preparing this Study, we conducted a series of interviews with LAWA staff to better understand the current environment. We then conducted a series of airline and industry interviews and research to establish an understanding of opportunity and to produce a concept for a holistic VQ program, VQ layout across the 8 airport terminals, Business to Customer (B2C) model, and a Market Analysis. We confirmed our physical layout recommendations through site walks with LAWA Operations, IT, and TSA staff representatives, and through documents obtained from LAWA, relevant to various checkpoints. For our B2C concept, we evaluated various consumer and patron loyalty options and prepared a financial planning worksheet supporting a return on investment (RoI) model, using LAWA and industry survey supporting data. The resultant Study includes the following sections:

- Optimization of the Security Checkpoint – Analysis of Holistic Program and of each Checkpoint Area
- Promoting the B2C Environment
- Assessing the Competition
- Phasing Plan
- Attachments

We provide similar RCD services to many of our clients, including the City of Phoenix, Aviation Department, through our ongoing IT PMO & Consulting Contract. Through the 23-year relationship with the City of Phoenix Aviation Department we have conducted RCD services across a host of projects, including the production of 3 updates of its IT Master Plan. The most recent being an IT Strategic Planning document.

Project Approach, Methodology, and Resourcing

IT planning is a constant process and must take into account the impact of innovations and consequent IT resources. In our resource planning, we propose the use of the following:

1. Our Lead Individual Frank Barich will coordinate research activities, using the pre-established Innovations and Technology Tracking Tool, and compare with IT Master Planning progress being made by Ted Melnik.
2. Our Internal PMO Lead Marty Wilson will review planning initiatives against the expertise of our small business and other subconsulting team members.
3. As directed by the VP of IT, we will produce the relevant scope of services for each planning assignment.

k) Policies and Procedures

Policies guide the Aviation Authority in making the decisions compliant to standards. Procedures provide the steps by which to complete a task or process. Our team resources bring consulting skills in practices such as ITIL (Information Technology Infrastructure Library) and COBIT (Control Objectives for Information and Related Technologies) to assist the Aviation Authority in the development of policies and procedures related to IT operations. In many cases as projects are implemented, policies and procedures must either be revised or newly drafted and typically these are part of the project deliverables. One example often overlooked is the development and maintenance of business continuity as part of the policies and procedures. We



have addressed many areas of the business in the past such as GIS practices, Building Information Modeling (BIM) practices, IT security, vendor access to Aviation Authority resources, service level agreements, contract compliance, access control, self-reporting, auditing of mobile device, mobile device management, and a host of others.

Barich, Inc.'s Aviation Authority Qualification & Experience

While working under our existing contract for the Aviation Authority, we have been called upon to help prepare various policies and procedures. **One example** of this comes through the joint Aviation Authority / CBP / TSA Biometrics Innovation Lab. In this project, we work with local TSA to coordinate with the national innovation staff to ensure approvals. A related challenge here is that the level to which we are taking this project has never been done—deploying biometric authentication trials in a multi-airline environment, regardless of passenger loyalty status. All tests to date have been with a single airline, single jurisdictional agency, at a single airport. There is good reason for this, one being privacy concerns. A program with one airline isolated to just its priority program provides that. To mitigate this, we are developing and refining data privacy policy/trust framework and working now with all stakeholders—airport, airlines, agencies—on how to take it to the next level. In 2022, we drafted the policy for the data privacy policy. As we progress into 2024, we will be working in more detail on the procedural effort for the Trust Framework.

Barich, Inc.'s Industry Related Qualification & Experience

All our Principal Consultants have written various policies and procedures, throughout their careers, being called upon in their particular fields of expertise. **Examples include the following:**

- Our Principal Consultant, David DiMaria has over 30 years of experience in airport operations, emergency management, communications, management, and public safety. He is a prior operations and security executive from Wayne County Airport Authority. He has steered multiple projects from concept to implementation, including system integration, staff plans, policies, and procedures.
- Our Principal Consultant Samuel G. Ingalls has over 30 years of experience in the aviation industry. He recently retired as the Assistant Director of Aviation, Information Systems for Las Vegas McCarran International Airport (LAS), serving the Clark County Department of Aviation (Department) for more than 30 years. He has worked in a variety of roles throughout his career, including several years in the Business group, working closely with air carriers and all other business entities on contractual matters. In his capacity, he has been involved directly and indirectly in the preparation of many IT and Business policies and procedures.
- Our Principal Consultant, Ted Melnik has over 38 years of experience in Information Technology and applications development. Over the past 18 years, he has specialized in airports, managing a project management office (PMO) and many specific implementations of applications of airport systems. In this time, Ted has help prepare various policies and procedures, including the PHX Project Management Methodology, and PHX Ground Transportation Policy. In addition, he has guided our airport clients in the recommendation for various policy productions.
- Our Lead Individual, Frank Barich has over 30 years of experience, primarily focused in the Aviation environment. During his time, he has assisted in the development of policies at all levels, including at the Association Level, where he assisted in drafting the ACI-World Airport Community Recommended Information Services Policy/Practice.



Subconsultant Qualifications & Experience, and Resources

Each of our subconsultants have the experience in drafting policies and procedures, within their fields of expertise. Through our independent cybersecurity consultant Dominic (Dom) Nessi, we provide planning and policy development services to help airport operators meet these requirements. Recently, Dom provided Subject Matter Expertise to the West Palm Beach (PBI) Department of Airports (DOA) in developing the policies necessary to meet the TSA's Joint Emergency Amendment (EA) to TSA-Approved Security Program #23-01 for Cybersecurity-Performance-Based Measures. He has provided these services to over 10 U.S. airports.

Through our existing contract with the Aviation Authority, Neil Hahn of HISC prepared a set of Tenant Systems guidelines, to be used for both concessions and tenant projects. These procedures were needed for the Terminal C project. To prepare these, Neil conducted stakeholder meetings discussing the items to include in the guideline narrative and to determine what systems require specification sections.

Project Approach, Methodology, and Resourcing

Our Internal PMO Lead will assist our Contract Lead in the selection of resources to produce the policy or procedure, as may be directed by the Aviation Authority VP of IT. As the need for Policies and Procedures are often driven from new systems, processes, or technologies, at the onset of projects, Marty will ensure the consideration of policy and procedures are a component of the Project Charter.

I) Disaster Recovery and Business Continuity

Barich Qualification & Experience

Disaster Recovery and Business Continuity (DRBC) services provide the guidance, tools, and governance commensurate with the strategic mission and risk tolerance of the Airport Operations, and its divisional units so that they may continue to provide critical services in the event of a disaster or significant business disruption. Additionally, business continuity management (BCM) and business continuity planning (BCP) principles are recognized by key organizations in the United States. Disaster Response Institute International, Inc. (DRII), Federal Emergency Management Agency (FEMA), Department of Homeland Security (DHS), and the Institute of Internal Auditors (IIA) among others promote the BCM/BCP framework. (<https://www.pmi.org/learning/library/managing-business-continuity-project-effectively-5963>).

We recognize the importance of DRBC to the Aviation Authority and how this subject is tightly linked to emergency preparedness and response. To this point, in 2020, Orlando International Airport had become the first airport to be fully accredited by the Emergency Management Accreditation Program (EMAP).

Barich, Inc. has assisted various clients in the planning of DRBC. We have assessed and prepared such plans for the City of Phoenix and Tucson International Airport and have assisted our clients in various elements of DRBC. For example, Peter Longoria, as the Lead IT Systems Engineer, has performed a significant role in the disaster recovery review for the IT infrastructure at the Burbank Airport.

Subconsultant Qualifications & Experience, and Resources

Along with our background, we rely upon the skills and experience of our subconsultant partners. The following are examples of team member work with DRBC.



TriOrb Solutions has provided DRBC and testing throughout its numerous IT contracts, and they have developed and implemented both types of plans in order to maintain certifications for government customers. Specifically, Joseph Hall has provided DRBC services in support of the US Central Command, U.S. Special Operations Command, Ion Media Television, Department of Veteran Affairs and 30+ managed service provider clients. Their experience includes migrating data from legacy system software to a new efficient software system, as well as implementing environments for disaster recovery hot and cold sites. They develop strategies and solutions to effectively manage data, including disaster recovery, backup and restore, and data archive processing technologies. They have experience working with different virtualization environments, NetApp storage, Nimble, Symantec/Veritas NetBackup, IBM, Nutanix and cloud solutions to create and direct Disaster Recovery/ Business Continuity infrastructure projects. Working progressively with their clients, they have integrated DRBC solutions to live business user mobility, so as to decrease cost of ownership of the DRBC environment.

AST has experience in designing and testing Business Continuity/Resilience and Disaster Recovery Plans. They can assist in developing and testing a proven geographical disaster recovery (GEODR) that will improve availability, resiliency, and business continuity for The Authority's Oracle EBS system. This would help with emergency preparedness and would be supported by a DR Runbook in case the primary data center is down. AST has experience simulating a production outage and running apps on DR for 8 hours during non-business hours.

AceApplications: As Director of Technology, Courtney Powell helped to create the firm's disaster recovery and business continuity plan, as well as oversee the firm's DR and BC technology platforms. Components of the plan included: Documentation of Key Business personnel and emergency contact lists, Identification of Remote Work and Recovery Sites, Documentation of Key Business Systems, Specification of Recovery Time Objective and Recovery Point Objective, Establishment of Hot Stand-by Data Center with continuous system replication, and Coordinating and Running Annual DR Tests.

Project Approach, Methodology, and Resourcing

Barich, Inc. is prepared to respond to DRBC planning and implementation projects, as may be directed by the Aviation Authority. Any such project directive will be addressed by our Internal PMO Lead and properly resourced. Aside from such direction, we think it important to assess IT systems with regard to DRBC. We will start first with ensuring that the IT Master Planning project appropriately assess current conditions. As we are currently working on the IT Master Plan, this effort is ongoing.

As DRBC is a process considered by the Project Management Institute (PMI), we recommend the Aviation Authority assess DRBC planning and management, with respect to all things IT. According to the PMI, “Business continuity management (BCM) allows for development, implementation, and maintenance of policies, frameworks, and programs to assist an entity in managing a business disruption, as well as building resilience from the impacts of a disruptive event.” (<https://www.pmi.org/learning/library/managing-business-continuity-project-effectively-5963>).

Based on direction from the VP of IT, we will consider the impacts of DRBC across pre-planning, planning, and post-planning phases of work.



m) Security

Team Qualification & Experience

In accordance with the systems noted in the RFP, we have considered IT security as including both a physical and cyber security component. Shown below is a detailed description of the cyber security component, followed by a description of our subconsultant team members. Understanding the importance of cyber security, we include a very experienced team, ensuring we can respond quickly and effectively to the security needs of the Aviation Authority. Following the cybersecurity discussion, we provide similar information for our experience and qualifications with the physical components of IT based security.

Cyber Security – Every Airport Authority now knows that **new threats emerge every day**. Cyber-attacks were initially for the purpose of harassment and blackmail. The more attacks became focused on theft of money and data (often both). Now we have the addition of global superiority, intelligence, and covert attack and with Aviation as a part of the nation's critical infrastructure, the attacks have become more focused on our airports.

It is safe to say that new acquisitions of software applications come with some level of **vulnerability** embedded in them **waiting to be exposed**. Additionally, existing applications suddenly report vulnerabilities. Either through mistake, poor performance, or maliciously, the insider threat posed by airport employees continues to be the primary vector for bringing threats into our organizations.

No organization can invest enough money to achieve complete mitigation of cyber threats. The only way to determine your true risk is through **independent verification and validation** (IV&V). IV&V has been used for years in system/application development, and it is equally as important in cybersecurity. For cybersecurity, IV&V includes external review of governance, regulation and compliance (GRC) practices, vulnerability assessment, and penetration testing. That provides the basis for sound decisions on where to mitigate risk and where to accept it. It informs the organization on what tools and personnel and outside assistance are needed to ensure as cyber-secure an environment as possible. It also keeps a focus on governmental compliance, such as TSA, HIPAA, PCI, and several other cybersecurity and data privacy requirements that grow more onerous every year.

The **recent TSA notices** place a much greater emphasis on cybersecurity than ever before. TSA is focusing its compliance efforts using international standards, particularly NIST. Airport Authorities cannot be satisfied with just taking cybersecurity steps in their everyday operations. They must now incorporate cybersecurity governance, written policies, and standard processes. TSA is expecting a professional cyber approach to every aspect of an airport's business. It is not just an "IT issue." Management must demonstrate its attention and commitment. A written Risk assessment strategy is essential. An airport must have a process for determining threats, vulnerabilities, and over-all risk. It must have a process for prioritizing, addressing, and mitigating risk. TSA is also placing a heavy emphasis on network management—internal traffic, as well as external traffic. Segregation and traffic monitoring is now mandated by TSA. Log analysis, cyber-intelligence, and other threat seeking strategies are mandatory.

Subconsultant Qualifications & Experience, and Resources

For the requirements of the RFP, and the security risks discussed above, we have carefully chosen our cyber security subconsultant team to provide the Aviation Authority the best in IV&V and resources. Our proposed approach provides consulting expertise to assist with ongoing security assessment and monitoring activities. We further provide a readily available resource pool of cyber security specialists for services such as security metrics, systems and application hardening and configuration, development of security policies, adherence to compliance



standards, state and federal law, and internally driven regulatory requirements. Finally, we provide the experts that the Aviation Authority may require for performing assessments and analysis, including vulnerability assessment, penetration testing, risk assessment, incident response, security mitigations, log management, forensic analysis for incident artifacts, and other activities in alignment with industry best practices.

Our proposed Team includes **Dom Nessi** as our independent cybersecurity consultant. Dom is a Certified Information Systems Security Professional (CISSP) and a former leader of a top tier U.S. Airport. Over the past several years, Dom has dedicated his expertise to helping aviation defend against cyber-attacks. He has provided consultation to the Aviation Authority, as well as providing planning and policy development services to help airport operators meet the recent TSA requirements. Dom has already provided these services to 11 airports across the U.S., one of which being Palm Beach International (PBI) as part of the Barich, Inc. team.

Supporting the consulting services, we further include the veteran-owned cyber specialist team, **Trulight LLC**. Trulight provides the depth of services that are needed to assess, mitigate, and remediate compliance and cybersecurity vulnerabilities. The capabilities that their cyber team possesses are exceptional, bringing a mix of offensive and defensive-minded cyber professionals, able to look at the cyber assessment from the view of an aggressor who is intent on disrupting systems. Trulight's cyber professionals can recommend mitigation that minimizes risks associated with any vulnerability found. Cybersecurity is no longer a check box report that can be evaluated every three years and put on a shelf. The current Cybersecurity landscape requires an actionable assessment that can be used to prioritize and remediate the most probable points of intrusion. Trulight cyber engagements yield actionable results that are focused and relevant to positively impact cyber safety across any organization. Areas of expertise for Trulight include:

- **Threat Hunt** - Trulight's staff has the threat hunt capabilities to scan the Aviation Authority's infrastructure and evaluate for Indicators of compromise (IOC) throughout the enterprise.
- **Vulnerability/Pen Test** - Trulight has performed Vulnerability and Penetration testing for State, Local and private entities. Our Team utilizes their offensive experience to evaluate a system for vulnerabilities a malicious actor might use.
- **Tabletop Exercise** - Trulight has performed tabletop exercises for DoD and FDOT, thoroughly identifying and documenting lessons learned and actions resulting from the tabletop exercise.
- **Red Team Exercise** – Going one step further than the Tabletop Exercise, a Persistent Assessment takes Red Team exercises to a level where Aviation Authority staff would only know that “sometime in the next 6 months” Trulight is going to emulate an aggressor.

Finally, to ensure that we provide immediate response to the needs of the Aviation Authority, we have also included specific resources and expertise from our veteran and minority owned subconsultant team member, **TriOrb**. They have the resources and testing methods to augment and support the Aviation Authority cybersecurity requirements. TriOrb's testing methods include network penetration testing and application security testing, as well as controls and processes within networks and applications, and they maintain expertise with the tools best suited for their customer's needs, including Metasploit, Wireshark, Netsparker, and Retina.

Physical Security: We bring a broad understanding of the IT systems that enable physical security, such as access control, video surveillance, perimeter intrusion detection, and identify management. When our clients need expertise, we bring them Barich SMEs such as David DiMaria who previously served as an executive leader over airport security at DTW, or Peter Longoria, who has served as the Project Manager for security related projects at BUR, SAT, and



PHX. Other times we bring SMEs from our partner firms like **Certified Network Professionals (CNP)**. Certified as a minority-owned firm and very experienced with Orlando Airport and other major airports, CNP uses their combined 100 years of experience and education to protect America's airports and seaports. We research each client's current system, security risks, and protection requirements. CNP's engineers create specific protections that integrate multiple platforms for seamless, trackable, and reliable security solutions.

Also part of our physical security consultant team is **M2P**. M2P is a trusted partner of Barich, Inc. and has been used by us for physical security solutions for our PHX and RNO airport clients. M2P maintains specialists in the planning and deployment of security solutions such as Access Control Systems and Identity Management Systems.

Project Approach, Methodology, and Resourcing

We recognize that the Aviation Authority possesses a very experienced internal cybersecurity lead and team members. Barich, Inc. is prepared to support and/or supplement the Aviation Authority cybersecurity team and is ready respond to cybersecurity planning and assessment projects, as may be directed by the Aviation Authority. Any such project directive will be addressed by our Internal PMO Lead and properly resourced. As a point of coordination, our Lead Individual or Internal PMO Lead will, on occasion, request a touchpoint meeting with the Aviation Authority cybersecurity lead, to ensure readiness of any future requirements.

n) Related Services

At Barich, Inc., we place immense value in going above and beyond the traditional role of a consultant in our industry. We allocate substantial resources to collaborate with organizations, gain a deep understanding of future trends, work alongside the industry to proactively address those trends, and contribute to shaping best practices within the field. It is because of this recognition, that the ACRP continues to use our services in researching and reporting on the innovative technologies that can "transform" our industry. It is also the reason why we were awarded the ACRP project to produce guidance for airports in understanding how to develop a "Culture of Innovation". We completed the Culture of Innovation Guide and are waiting on the ACRP release later in the year.

One prominent example of our proactive approach is our early involvement in researching and promoting the adoption of common use practices at airports. We have remained at the forefront of the industry, guiding and assisting organizations in adapting to a customer experience model in airport design and systems. By embracing IT industry standards like TOGAF, we have effectively defined business architecture and developed robust models for data and data distribution within a service-oriented architecture. It is also this mindset that the Aviation Authority uses our services in the continued research and development of innovations, through the Innovation Tracking Tool and round table discussions with Customer Experience, Operations, and IT. It is also for this reason, we continue to work with the Aviation Authority, CBP, TSA, and partnering airlines in establishing the end-to-end biometric passenger journey lab program.

We also firmly believe in the importance of ***continuing education and professional development***. We support and encourage our staff to pursue professional credentials to ensure they stay abreast of industry changes and current practices. This commitment to ongoing learning enables us to remain at the cutting edge of industry advancements and deliver exceptional value to our clients. Through our proactive research, industry collaboration, adoption of industry standards, and investment in staff education, we strive to shape the future of our industry. We are dedicated to providing innovative solutions, driving positive change, and setting new standards that benefit the organizations we serve.



Project Approach, Methodology, and Resourcing

No one can fully predict the rate of change in technologies, products, and services. However, with the proactive and agile mindset, and with the understanding of embracing change, we have uniquely designed our team to help the Aviation Authority remain in a position of taking full advantage of these positive changes. With this in mind, we present the qualities of our subconsultant team members in preparation for future, related services.

- **TriOrb** – Maintaining a lab environment, and a key member of our research and concept development approach. Through TriOrb, we will introduce internships and higher education opportunities.
- **Pattern Labs** – All things robotics, autonomous, and AI. They too maintain a lab environment and a key member of our research and concept development approach. In this lab, we can further test wireless communications and geospatial impacts.
- **Del Ray** – All things passenger processing, from a regulatory affairs perspective. Del Ray engages and educates the right stakeholders to understand risks, establish best practices, and design realistic policies that consider the needs of the public, government, and industry. Del Ray stays abreast of technology advancements, such as biometrics, and with consideration to aviation and regulatory impacts.
- **M2P** – Specializes in digital transformation, business intelligence, and analytics. Many companies claim to understand these areas, but M2P is truly helping their clients (like SFO) advance in the digital transformation areas. M2P brings a strong experience profile in digital twin/geospatial processes and technologies.
- **Rockport Software** – All things database, working with the advancements in data and system interoperability, and helping set standards and guidance through ACI World IT.

This is just a snapshot of our team members, and our approach to ensuring we can help the Aviation Authority take full advantage of the rate of change of technology. We certainly look forward to our future endeavors and accomplishments with you.



3.3 | References

Here we provide a detailed narrative of four (4) relevant project examples, providing the particulars requested in the RFP (Tab 3 sections A and B). We further include one character reference for our aviation industry involvement. Figure 2 summarizes these references.

Figure 2: Summary of References

Client/Project References 1 City of Phoenix Aviation Department 2 Metropolitan Airports Commission 3 Reno-Tahoe Airport Authority 4 Dallas/Ft Worth International Airport	Character Reference Ian Law, Chief Digital Transformation Officer, Los Angeles World Airports Referenced for Collaboration in Aviation Industry Initiatives
--	---



Client/Project Reference 1
City of Phoenix Aviation Department
IT Consulting and Project Management Services

a) Organization Name: City of Phoenix Aviation Department	b) Address: 2485 E Buckeye Rd, Phoenix, AZ 85034
c) Contact Person: Daver Malik, Assistant CIO, Aviation Department Technology Division	d) Phone & Email: 602-273-2051 daver.malik@phoenix.gov
e) Brief Description of Project: Provided Below	f) Role: Prime Lead: Jeffrey Ackerman (Supported by Frank Barich)
Cost: \$8,000,000 Contract Cap Date: Current	

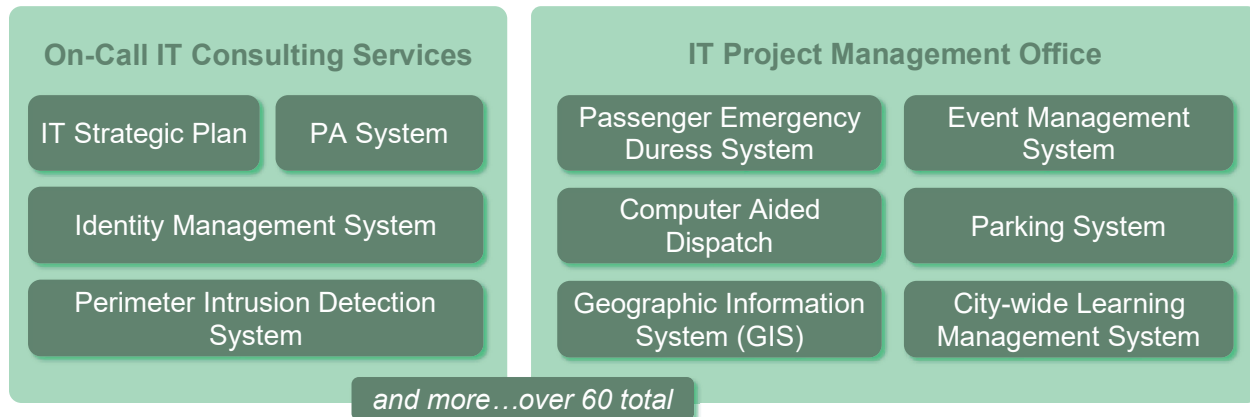
The City of Phoenix (City), Aviation Department (Department) is a long-standing Barich, Inc. client. Since 2001, we have performed as their IT Project Management Office (PMO) by providing on-site and on-call services, including project managers, business analysts, project coordinators, and system technicians. We have also provided on-call IT consulting services.

Our present contract (since 2018) encompasses all technology activity, including: airport operations systems; enterprise applications (such as SAP integrations and mobilization); major hardware upgrades for paging and parking; business intelligence; shared services recommendations; revenue generation opportunities; and process improvements. Since 2001, we have performed all IT master/capital/strategic planning for the Department.



Throughout these years, we have been instrumental in transforming the Department's Technology Division from basic server maintenance and desktop support into a full-fledged IT shop with programming and database capabilities. Our efforts have helped evolve the Division into a strategic business partner. We have also assisted in planning and deploying innovative technologies that increase revenues and improve operational efficiencies. Figure 3 presents a few examples of the key projects in which we have been involved.

Figure 3: Highlighted Project Experience at PHX



For many of these projects, we have supported the Department *throughout the lifecycle of services requested in the Aviation Authority's RFP*—from research and concept development to requirements development, soliciting, and operational readiness. In some cases, we have even placed staff to operate systems. An ongoing project example is the public address (PA)/ paging system. We helped the Department fully assess the solution market, interviewed key stakeholders, and worked side-by-side Technology staff to develop requirements and an RFP package. We are now supporting the procurement process and eventually overseeing implementation—something we have done for multiple other systems.

Other current project example would include replacement of the Passenger Emergency Duress System (PEDS) that was installed in 2003. This system consists of emergency call boxes placed strategically across the airport campus to connect callers directly to the Aviation Command Center. Our Business Analyst is currently driving both the research phase and business case development for this project. The *research* includes several data gathering sessions with technology and other stakeholders, a peer group analysis, coordination with several vendors to identify rough order of magnitude (ROM) pricing, and review of vendor-provided and online materials. The *business case* includes the following overall steps:

- | | | |
|---------------------------|---------------------------|-------------------------|
| 1. Define Problem | 5. Prepare Draft Document | 8. Conduct Review |
| 2. Define Options | 6. Draft Business Case | Sessions with |
| 3. Prepare Cost Analysis | Complete | Stakeholders |
| on Options | 7. Review Draft Document | 9. Finalize Document |
| 4. Jointly write Proposed | by Stakeholders | 10. Final Business Case |
| Solution with | | Complete |
| stakeholders | | 11. Sign-off |

One final example is an ongoing project that was initiated upon special request by the Airport Director to implement a mobile dispatch alert application. This is a tool to enable *airport badge holders* to report *any situation to dispatch*, as well as enabling the general public to report on specific issues such as an unclean restroom. The goal was to improve the passenger experience for 2023 Super Bowl travelers, and with only months before the Super Bowl, our business



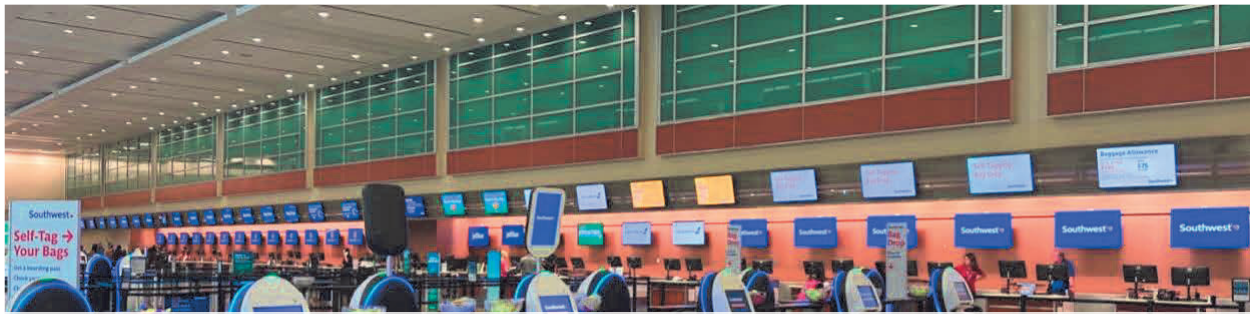
analysis and project management staff worked hard to ensure Phase 1 of this project was implemented in time. This included conducting business interviews, preparing the requirements matrix and testing criteria, managing the vendor, witnessing tests, and assisting with UAT and knowledge transfer to the Business.

Another important highlight is that, just like for the Aviation Authority, we have **expanded our team where needed to meet the Department's needs**, even including subcontractor partners also proposed on this team—Hahn Integrated Systems, Burns Engineering, and M2P Consulting. This shows our commitment to our clients as well as our efforts to develop lasting relationships with our valued team members. Whether through our own staff or our partners, Barich, Inc. has become an integrated and trusted asset of the overall Technology Program and the Aviation Department as a whole.

Key Personnel

- Ted Melnik, *Program Lead* – Ted served in this role from 2005–2016, leading the IT PMO and providing consulting services (including for three iterations of the IT Master Plan)
- Frank Barich, *Principal Consultant* – Frank was the original Program Lead and project lead on the IT Master Plan. He has since provided consulting services on *many* IT projects, and he has stepped in as the interim Program Lead when needed during times of transition.
- Peter Longoria, *Senior Consultant* – Peter has supported several projects dealing with IT infrastructure, and he led the most recent IT Strategic Plan development in 2018–2019.
- Marty Wilson, *Senior IT Project Manager/Program Lead* – Marty served in this role from 2021–2022.
- Jeffrey Ackerman, *Senior IT Project Manager/Program Lead* – Currently leading the program and managing several key projects.
- Jayne Cox, *Senior Business Analyst* – Currently working in the PMO providing BA support for several key projects.
- Sue Cooke, *Senior Business Analyst* – Currently working in the PMO providing BA support for several key projects.
- Leslie Ruiz, *Business Analyst* – Supported planning and implementation of projects such as RMS and a parking revenue control system.





Client/Project Reference 2 Metropolitan Airports Commission IT Consulting and Project Management Services

a) Organization Name: **Metropolitan Airports Commission**

b) Address: **6040 28th Avenue S., Minneapolis, MN 55450**

c) Contact Person: **Eduardo Valencia, Vice President, Chief Information Officer**

d) Phone & Email: **612-467-0961**
Eduardo.Valencia@mspm.com

e) Brief Description of Project: **Provided Below**

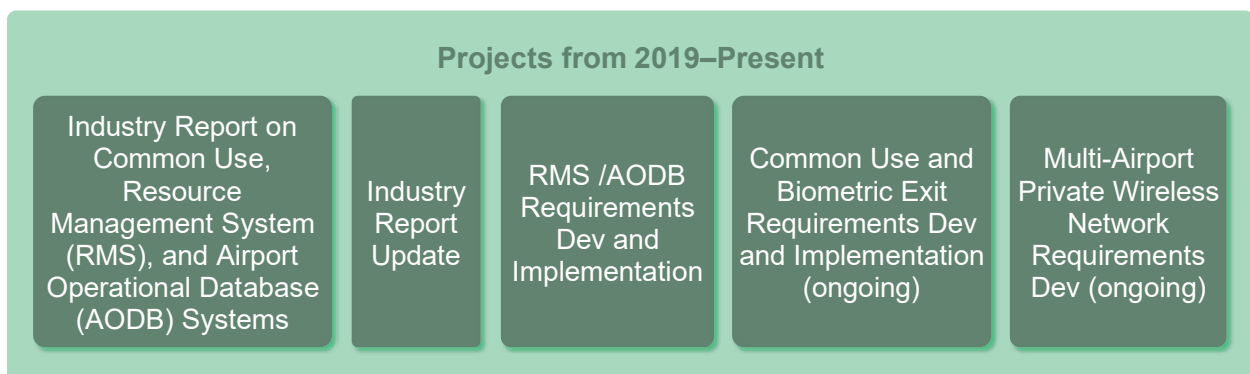
f) Role: **Subcontractor**
Lead: **Leslie Ruiz**

Cost: **~\$380k over 5 projects** | Date: **Current**

Additional Contact: Chris Marquardt, Director IT Systems, Chris.Marquardt@mspm.com, 612-713-8788, 6040 28th Avenue S., Minneapolis, MN 55450

Since 2019, we have served the Metropolitan Airports Commission (MAC) for key initiatives at the Minneapolis St. Paul International Airport (MSP). We completed the first two projects through a prime contract to the MAC, with the remainder being completed as a subcontractor to Iceberg Technology Group simply as a contract vehicle. Figure 4 summarizes these projects.

Figure 4: Project Experience at MSP



Although not officially titled an “on-call IT consulting,” the relationship we have with the MAC is very similar to what the Aviation Authority is requesting. The following describes a few key points of our services relevant to the Aviation Authority’s RFP.



We have touched on **several technology areas** through these projects, including the following: a) Wireless technologies c.) Digital media content development e.) Airport information management j.) Business intelligence technologies k.) IT systems and equipment monitoring and management r.) Passenger and baggage processing technologies w.) System and data integration.

One example specific to business intelligence and equipment monitoring is that, for the Common Use and Biometric Exit project, MSP is looking to achieve **real-time awareness** of the status of individual devices (CUPPS workstations and biometric exit cameras) so they can make proactive technical and operational decisions. For example, even though a particular workstation may appear online, it may have a printer jam, be almost out of paper, or not be connected to a particular airline's reservation system. Without this real-time knowledge, an airline could be assigned to this workstation before the issues have been addressed. MSP's goal is to have a complete picture of individual device health visually displayed in their very impressive IT operations center, along with effective alerting when issues are imminent.

For the Common Use and Biometric Exit project, we have **integrated directly with the MAC's stakeholders**, working under their PMO and acting as a liaison with Operations and several other stakeholders in a role similar to an owner's authorized representative. In doing so, we have included the MAC in all vendor presentations to provide them with a first-hand look at the market. We are also doing a **proof-of-concept** to ensure they address their specific constraints. One example for the biometric exit piece is that there is significant sunlight that shines into areas of the terminal, which necessitates that the cameras be able to automatically adjust to overly-bright conditions.

Across each of our projects, we have partnered with the MAC to expand their capabilities and integrated seamlessly with their team. We look forward to a continued partnership to continually help them understand what the industry offers and help them meet their challenges head on.

Key Personnel

- Leslie Ruiz, *Senior Business Analyst* – Leading the project and providing expertise in BA services.
- Cary Reif, *Systems Consultant* – Providing expertise in common use systems
- Samuel Ingalls, *SME* – Providing expertise across the spectrum, also speaking to overall common use strategy. Also supporting the Private Wireless project as an SME.
- Peter Longoria, *Project Lead* – Leading the Private Wireless project.
- Tyler Wilson, *Systems Analyst* – Supporting the project lead in several tasks such as research and requirements development.



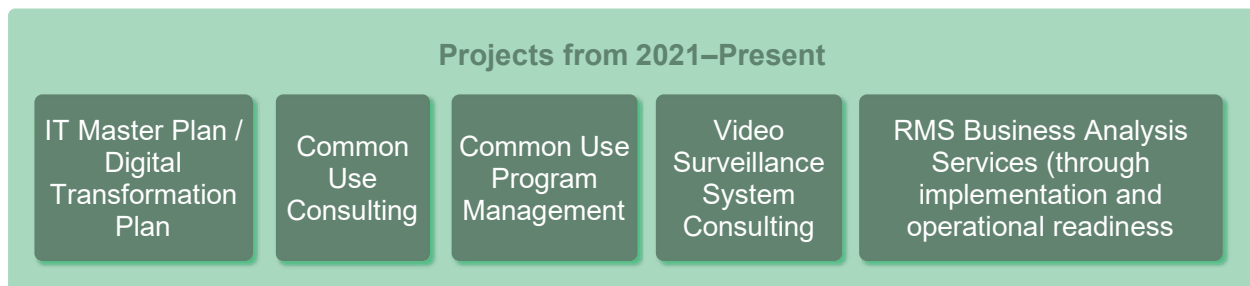


Client/Project Reference 3
Reno-Tahoe Airport Authority
IT Planning, Consulting, and Project Management Services

a) Organization Name: Reno-Tahoe Airport Authority	b) Address: 2001 E. Plumb Lane, Reno, NV 89502
c) Contact Person: Art Rempp, IT Director/CIO	d) Phone & Email: 775-328-6684 arempp@renoairport.com
e) Brief Description of Project: Provided Below	f) Role: Prime Lead: Samuel Ingalls
Cost: ~\$420k over 5 projects Date: Current	

Since 2021, Barich, Inc. has served the Reno-Tahoe Airport Authority (RTAA). Our work started after we were selected to prepare an IT master plan, and since, we have continued to serve the RTAA through several other projects as shown in Figure 5.

Figure 5: Project Experience for the RTAA



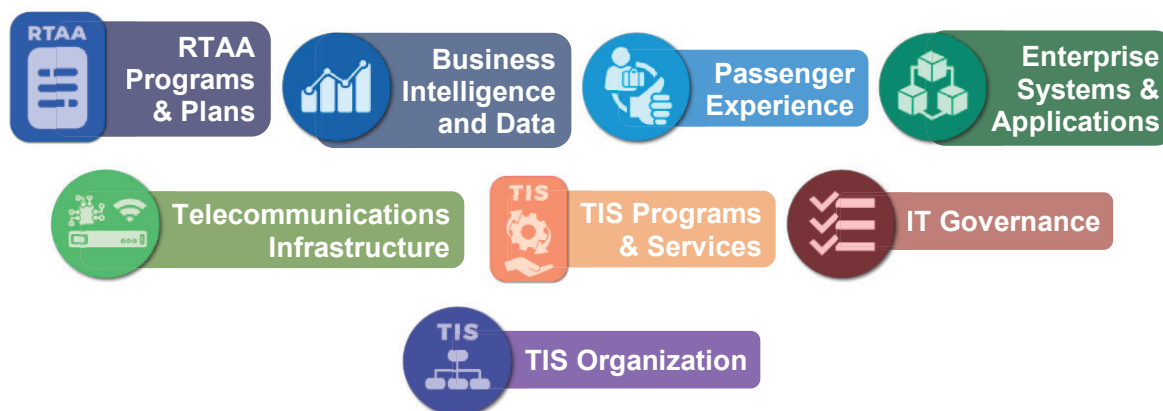
Like our work for the MAC described earlier, the relationship we have nurtured with the RTAA resembles the kind of on-call partnership desired by the Aviation Authority. The following describes a few key points of our services relevant to the Aviation Authority's RFP.

We have touched on **several technology areas** through these projects, including the following: a) Wireless technologies b.) Video technologies e.) Airport information management j.) Business intelligence technologies p.) IT infrastructure technologies r.) Passenger and baggage processing technologies v.) Asset life cycle management w.) System and data integration.



Through each project, we have ***aligned technology with the needs of the business stakeholders***. This started with the IT master plan project, which as the project progressed, was elevated in name and priority as the Digital Transformation Plan (DTP or Plan). The purpose of this Plan is to launch the RTAA's journey toward the increased operational efficiency, passenger experience, business optimization, and decision-making insights that can be achieved through digitalization. It also aligns with a shift in the RTAA organization to a greater level of investment in technology. Beyond repair or safety-related initiatives, RTAA must invest in strategic, integrated technology infrastructure and systems that can enable its airports' growth and keep pace with customer expectations. The following summarizes the Plan's focus areas:

Figure 6: RTAA Digital Transformation Plan Focus Areas



A great example of our business/technology alignment is the project to implement common use systems. The RTAA was seeking to enable the entrance of a new airline (Spirit) to the Reno-Tahoe International Airport (RNO). However, they simply did not have the ability to do so without a common use system. We came alongside the RTAA—truly at just the right time—to help them quickly assemble the breadth of stakeholders up, down, across, and even outside the organizational matrix that were necessary to a successful implementation. We also provided technical advice along the way, and after the initial push to bring in Spirit, we provided a Program Manager to manage the full common use implementation.

Another point to highlight is that we have ***brought the RTAA additional expertise*** through our partnership with M2P Consulting. Andreas Haefner from M2P led the business intelligence planning for the Digital Transformation Plan, and Lance Ferrel has provided his expertise in physical security systems.

The following presents a few more examples of how we have supported the RTAA's needs:

- Coordinated a ***demonstration of private wireless technology***, for which a solution provider demonstrated how the technology could enable key use cases.
- Brought in a ***video surveillance system*** SME from M2P Consulting to assess the RTAA's current state and identify recommended next steps.
- Provided a ***Senior Business Analyst*** to support the design, implementation, and testing/operational readiness of a resource management system (RMS).

Our relationship continues as we work through the final phases of the common use and RMS projects, as well as always being accessible to help the RTAA meet the needs of its stakeholders and achieve its goals.



Key Personnel

- Samuel Ingalls, *Principal Consultant* – Samuel served as the engagement manager for the DTP, led key stakeholder interviews, engaged with executives, and was ultimately responsible for the product. He has also served on the common use projects, providing critical stakeholder engagement with entities such as airlines.
- Peter Longoria, *Project Manager and Senior Consultant* – Peter led the daily efforts on the DTP project to ensure the final product met the RTAA's needs.
- Frank Barich, *SME* – Frank provided targeted expertise for the DTP project.
- Andreas Haefner (M2P), *Senior Consultant* – Andreas led the business intelligence portion of the DTP, as well as supporting other sections.
- Cary Reif, *Program Manager* – Cary is providing program management and consulting services toward the full implementation of the common use system.
- Leslie Ruiz, *Senior Business Analyst* – Leslie is providing business analysis services toward the implementation of the RMS.
- Tyler Wilson, *Analyst* – Tyler supported all analysis and plan development efforts on the DTP project.



Client/Project Reference 4

Dallas/Fort Worth International Airport

IT and Operations Consulting and Project Management Services

a) Organization Name: **Dallas/Fort Worth International Airport**

b) Address: **2400 Aviation Dr, DFW Airport, TX 75261**

c) Contact Person: **Mike Youngs, VP Information Technology Services**

d) Phone & Email: **972-973-5350**
myoungs@dfwairport.com

e) Brief Description of Project: **Provided Below**

f) Role: **Subcontractor**
Lead: **David DiMaria**
(also Ted Melnik)

Cost: **Approx. \$4m over 4 efforts** | Date: **Current**

Barich, Inc. has served the Dallas/Fort Worth International Airport (DFW) since 2016 on several key initiatives, as shown in Figure 7.



Figure 7: Project Experience for DFW



Our work for DFW has touched on several key points desired by the Aviation Authority, from the technologies and services provided, to the kind of partnership relationship we desire to continue building with the Aviation Authority. The following highlights a few of these points.

Our first engagement in 2016 was the provision of a Senior IT Project Manager (Ted Melnik) to help **push forward several IT initiatives** for the DFW IT department’s Project Management Office (PMO). Ted reported into the PMO and worked very closely with the Vice President Information Technology. Examples projects include an RFP for construction permitting, an RFP for resource management, and a parking receivables system. The most prominent of his projects were the following two: First, he served as Project Manager for a system to automate workflows to initiate a construction project (Appian based). The second project was developing detailed requirements for the overhaul of the Oracle Primavera construction management system to be done by Oracle Consulting. In early 2019, Ted then moved on to support the Orlando International Airport’s IT department in a similar role.

In 2018, our partnership with DFW grew into supporting their ongoing construction of the **Integrated Operations Center (IOC)** which opened in in 2021. The IOC is a next-generation facility that brings together ten (10) departments along with the TSA and stakeholders across the airport into an open, collaborative environment. The open-floor environment includes a Call Center providing an omni-channel service to customers and a Tactical Communications business unit to provide 911/PSAP, Public Safety Dispatch, and Access Control Monitoring. It also houses the Emergency Operations Center (EOC).

The primary scope of our work was stakeholder coordination and consulting services toward developing a **Concept of Operation Plan (CONOPS)** for the IOC. Under this contract, we provided overall project management and consulting services. In kicking off the project, we conducted a site survey to work with a cross-functional team and representatives from individual departments. We then led the effort in developing the CONOPS to meet DFW’s vision for the IOC by incorporating **integrated processes and functions** to eliminate operating silos. Within the CONOPS, we also included technical requirements for **facility infrastructure, system requirements, and change management** to support transitioning into the new work environment.

To provide a common operating picture for all participants in the IOC, DFW implemented two critical enabling technologies. The first is a **Situational Awareness Platform**, and the second is a **visualization platform**. The Situational Awareness Platform provides integration of multiple systems into a single platform for event awareness and management and EOC operations. The visualization technology provides state-of-the-art network-based video content and distribution services to support dashboards, status/alerting, performance monitoring, CCTV, and messaging at desktops and on video walls throughout the IOC and EOC. A third enabling system is a **Call Center System (CCS)** that integrates with the Situational Awareness Platform, the Remedy Force) and GIS, and it is the point of entry of customer interaction.



As the design of the facility continued, a significant element to support the project was the IT infrastructure and systems architecture and requirements. Barich Inc. worked closely with the DFW staff and the facility design and construction teams to **develop the IT requirements** and ensure they were aligned with the CONOPS and department needs. The requirements included developing the Call Center specifications to provide an omni-channel (phone, email, social media, etc.) platform for engaging customers and providing service request tracking through to resolution. We also assessed specifications for the visualization platform which included a main video wall and associated local video walls for shared situational awareness.

In an ongoing effort to provide a culture of continued improvement, Barich Inc. provided **post-implementation support** and stayed engaged with the IOC Staff as they staffed the facility and began using the systems. This “Day 2” phase of work was started shortly after opening to monitor systems and support the new operating environment, looking for opportunities to ensure system functionality met user needs as they evolved their operating procedures and workflows. Improvements were made in correlating GIS data with work order and conveyances systems and to automate service request intake.

The current third phase of work continues with enhancements such as service level agreement alignment with maintenance and vendor staff, as well as additional visualizations to monitor IOC KPIs. Our team works directly for the IT Department and has coordinated with the project design team and other DFW. Our efforts have ensured close communication and collaboration for the IOC Project, including several other support projects to facilitate and enhance IOC operations. Working alongside DFW staff to solve problems and think beyond how they operate today has provided an opportunity to do what we love best: to be a **trusted advisor**.

Additional Contact: Lance Bodine, VP Integrated Operations Center | lbodine@dfwairport.com | 973.972.4960

Key Personnel

- David DiMaria, Senior Consultant – Responsibilities include workshop facilitation, requirements gathering, concept development, RFP review for proposed systems, Concept of Operations (CONOPS) development, workstation requirements, and facilitating systems implementation.
- Leslie Ruiz, Business Analyst – Responsibilities included assessment and development of key performance indicators and associated visualizations. Provided IOC operational procedure development and updates.
- Fedor Derek, Senior IT Program Manager: Responsibilities include program and project management, system requirements gathering, RFP development for proposed systems, procurement support, subcontractor coordination, and liaison services from the IT department with the IOC project. Fedor is an independent contractor to Barich, Inc.





Character Reference

Ian Law, Chief Digital Transformation Officer, Los Angeles World Airports | Collaboration in Aviation Industry Initiatives

a/c) Name & Contact Person: **Ian Law, Chief Digital Transformation Officer, Los Angeles World Airports (LAWA)**

b) Address: **N/A**

d) Phone & Email: **424-646-5003 (direct) 310-259-1466 (cell)**
ilaw@lawa.org

e) Brief Description:
Provided Below

f) Role: **N/A Lead: Frank Barich, Samuel Ingalls, others**

Note: Ian Law is a character reference for Barich, Inc. in the area of industry engagement. Although we have conducted projects for LAWA, that is not the focus of this reference.

Like many consultants, we have gained much of our experience in the Scope of Services areas through years of completing projects for airport operators. However, one unique value proposition of Barich, Inc. is the **level to which we have engaged**—and continue to engage—in Aviation-related organizations, associations, and committees.

Figure 8 provides a summary of the topics in which we are continually engaged. This is followed by a narrative walking through highlights of our participation (categorized by the primary industry associations).

Figure 8: Industry Participation Topics

Airport Industry Recovery	Data Analytics
Biometrics	Data Sharing Models
Business Information Technology	Transformative Technologies
CBRS & 5G	Passenger Experience
Crisis Management and	Seamless Journey
Business Continuity	Touchless Airport Journey
Culture of Innovation	Virtual Ramp Control
Common Use	



Airports Council International North America - North America (ACI-NA)
<https://airportscouncil.org/>



We engage with ACI-NA at a level unmatched by any of our competitors. As a result, we are often called upon to participate in unique ways. Here are three such examples:

- Asked to be a member of the Airport Industry Recovery Advisory Panel (AIRAP) that provided recommendations to the federal government during the COVID-19 pandemic, to help our industry recover from the impacts of the pandemic. (Frank Barich was one of two representatives from the Business Information Technology (BIT) Committee, the other being Daver Malik who was the current Vice Chair of the BIT). This was by nomination only.
- Current Co-Lead of Wireless Working Group (Samuel Ingalls) – Addresses 5G and CBRS
- Current Co-Lead of Virtual Queueing Working Group (Frank Barich)

We also served on the BIT Committee as a Steering Team member (from 2017-2020) and Committee Member, and we are a member of the Innovation@Airports Committee.

ACI World
<https://aci.aero/>



We are currently serving in our third appointment to the ACI World Airport IT Standing Committee (WAITSC). Our current representative is Samuel Ingalls, and he is one of only two associate members (the other is a vendor, Rockwell Collins) in North America that represent North American airports on the committee. Our role is to represent ACI-NA to identify technologies from across the globe that can be implemented in the U.S. Barich, Inc. is the only IT consultant in the U.S. to serve on this committee.

During prior appointments on the WAITSC, Frank Barich supported formation of the ACRIS Working Group (Aviation Community Recommended Information Services). ACRIS provides recommendations to the Aviation industry for data and system interoperability. Leslie Ruiz has stepped up to become a regular contributor to this group, and today, Barich is the only U.S.-based IT Consulting firm that maintains active membership in ACRIS.

International Air Transport Association (IATA)
<https://www.iata.org/>



Since the start of our company, we have maintained active membership with IATA. We have worked side-by-side with most U.S. and international air carriers in setting recommended practices impacting the airport industry, including Common Use, Self-bag tag, OneID biometrics, and others. Barich, Inc. is the only IT consultant in the U.S. to participate in these. The following are a few example accomplishments, resulting from our involvement.

- IATA recommended to the Airport Cooperative Research Program (ACRP) that Barich, Inc. write a Common Use synthesis document identifying current best practices in airport common use technologies and processes. The success of the Synthesis had a major impact in our selection to write the ACRP Report 30 common use guidebook, and the most recent holistic look at Common Use (to be published in 2023).
- Common Use Passenger Processing Systems (CUPPS) Pilot Program – We were selected to manage the CUPPS pilot program across 5 North American airports.
- Frank Barich was elected by IATA to work on a special committee to assess all IATA committees to ensure they were addressing all the elements of aviation, airline, and airport, which is where the OneID originated, for which Frank supported the

establishment and writing of the OneID charter. The One ID introduces an opportunity for the passenger to further streamline their journey with advance sharing of information and a contactless process at the airport based on biometric recognition. Passengers will be able to prove their identity and prove they meet the requirements for travel prior to departure and then identify themselves at each airport touchpoint through a simple biometric recognition. One ID aims to offer a consistent, seamless experience for passengers across airlines, airports, and governments.

(<https://www.iata.org/en/programs/passenger/one-id/>)

- IATA Common Use Group – Samuel Ingalls currently is assisting this group in preparing the next common use roadmap. Additionally, Cary Reif and Jayne Cox are engaged in the Common Use Self-Services (CUSS) and Common Use Web Services (CUWS) sub-groups, respectively. For more on these groups, visit:

<https://www.iata.org/en/programs/passenger/common-use/#tab-4>.

OnGo Alliance

<https://ongoalliance.org/>

This is an example of how we remain on the forefront of technology relevant to the industry. Barich, Inc. is a member of the OnGo Alliance, an industry association that supports the common interests of members, implementers, and operators for the development, commercialization, and adoption of LTE solutions for the US 3.5 GHz Citizens Broadband Radio Service (CBRS)—the band of spectrum that can enable an airport to have its own private wireless network. This group is at the forefront of cellular and 5G technology, and Barich, Inc. Principal Consultant Peter Longoria greatly contributes the standards and use case development efforts of the Alliance’s working groups, as well as bringing in our knowledge of the interests of airport stakeholders.



Other Engagements

Beyond these highlights, we are also engaged in the following:

- **Conference Participation, Speaking, or Panel Moderation**
 - *American Association of Airport Executives (AAAE)* – frequent attendee of events focused on airport operations, emergency management, and design/contraction (David DiMaria and Cary Reif).
 - *ACI-NA* – Staff members often participate in speaking or moderating conference sessions (ex: Samuel Ingalls, Frank Barich, Justin Phy)
 - *Future Travel Experience* – Samuel Ingalls is a Co-creator and Board member, actively involved in planning and setting conference agendas. We also often have staff members speak in or help moderate conference sessions.
 - *SMART Airports Conference* – Samuel Ingalls helps plan and set agendas, and our staff often participate in speaking or moderating conference sessions.



- **ACRP Panel Members** – members of our staff such as Frank Barich, Justin Phy, Leslie Ruiz, and David DiMaria are often called upon to serve on panels of experts who guide ACRP projects. Examples in the last few years include the following: Airport Biometrics Primer; Assessing and Improving Data Analytic Capabilities at Airports; Guidebook for Virtual Airport Ramp Control Operations Facilities; Facilitating Implementation of ACRP Products.



3.4 | List of Similar Projects

Firms comprising our Team have completed many projects that are similar to the types of projects expected under this contract. Table 2 lists examples from each firm including a brief description.

Table 2: List of Similar Projects Over the Last 5 Years (Ordered Alphabetically by Firm Name after Barich)

Firm	Client + Project Name	Brief Description	Other Details
 barich Barich, Inc.	Los Angeles World Airports Virtual Queueing Feasibility Study	Conducted a full analysis of virtual queuing program and enabling technology at LAX. Our work resulted in a detailed feasibility study report that spanned areas such as the following: loyalty programs and advertising to promote repeat customers; strategies for revenue generation; ways to help customers be more comfortable along their journey and experience more that the airport has to offer; and specific technology and space layout recommendations for LAX to consider.	Date: 2023 Cost: \$86k Contact: Aura Moore, amoore@lawa.org , (310) 877-6226
 barich Barich, Inc.	San Diego International Airport T1 and Parking Plaza Infrastructure and Systems Design Review	SME design reviews to ensure the designers considered all <i>elements needed for a truly successful design</i> . We brought in SMEs in IT infrastructure (ex: cabling, communication rooms) and specific systems to ensure the Authority's desires were accommodated, the systems were technically well-planned for, power and data was appropriately provided, and that trades would be well coordinated. Examples of specific systems include common use systems, dynamic signage/EVIDs/FIDs, parking revenue control, parking guidance, Wi-Fi, paging, and self-bag drop.	Dates: 2022–2023 Cost: \$136k Contact: Robert D. Joslin, 619.400.2348 rjoslin@san.org



Firm	Client + Project Name	Brief Description	Other Details
 AceApplications	Legends Academy Nap Ford Community School (Orange County Public School System) Enterprise IT	Provide Enterprise IT Support, managed services, and new technology implementations to charter school within the Orange County Public School system from October 2009 to the present. Services include: Design and implementation of Enterprise Server Infrastructure, System Administration, Network Design, Implementation and Support, Web Design and Development, Software Installs and Configuration, etc.	Date: 2009–Present Cost: \$174k Contact: Susan Ehrhart, 407-245-8767, susan@napford.org
 AceApplications	Orlando Health, Inc IT Services	The staffing roles listed indicate the various mission critical duties / tasks performed by our staffed resources: Clinical Informaticist, IT Business Architect, Sr. Project Manager of Infrastructure, Enterprise Architect, Associate Infrastructure Analyst, Sr. PMO Director, IT Business Analyst, Sr. Cyber Security Engineer, IT Project Communications, Business Continuity / Disaster Recovery Coordinator, Field Support Technician, Solutions Developer, Application Developer, Sr. Technical Writer, Jr. Technical Writer.	Date: 2020–Present Cost: \$8.1m Contact: Alexander Veletsos, 407-257-4223 Alexander.Veletsos@orlandohealth.com
 AceApplications	Jackson Municipal Airport Authority (JMAA) Website Development and Application Hosting	Design, development, application hosting, maintenance & support of new enterprise web site for the JMAA in Jackson, Mississippi. After the successful development and launch of the new web site, our firm was contracted to host and provide on-going application support for the new website. Our firm currently manages the multi-tiered server platform and associated cloud infrastructure for the enterprise website.	Date: 2017–Present Cost: \$174k Contact: Eric R. Stewart, 601-664-3592, erstewart@jmaa.com



Firm	Client + Project Name	Brief Description	Other Details
 AST	Tampa International Airport, Enterprise Oracle Planning and Budgeting Cloud Service	Complex solution for a complex revenue modelling business process. Integration with Oracle E-Business Suite (EBS), training, and post-production support were also included.	Date: 2017 – 2019 Cost: \$1.2m implementation budget Contact: Linda Collins, linda@tampaairport.com
 AST	Capital Metropolitan Transportation Authority, Oracle Cloud ERP/ EPM/HCM	AST implemented Oracle Cloud Suite ERP/EPM and HCM including payroll as part of full lifecycle Implementation.	Date: May 2023 Go-Live Cost: \$12.7M to date Implementation Budget Contact: Tanya Acevedo, 512-389-7400, Tanya.Acevedo@capmetro.org
 Burns Engineering	Orlando International Airport South Terminal C Technology and Multi-Media System Engineering	Burns provided all Technology, Security, and Multi-Media System Specialty Engineering for the South Terminal C Design to support a world-class passenger experience. A key aspect of this experience will be an “Experiential Media Environment” consisting of landmark multimedia features which are fully integrated into the terminal architecture.	Date: 2017–2022 Cost: \$10m Contact: Scott Shedek, (407) 825-2465, scott.shedek@goaa.org
 Burns Engineering	Los Angeles International Airport (LAX) IT Project Management, Project Controls, and Technical Support On-Call	Burns provided project management expertise to execute more than 25 projects in support of LAWA’s Informational Management and Technology Group. Provided: • Subject matter expertise • Stakeholder coordination and requirements analysis • Cost estimation and budget management • System architecture • Technical documentation and procurement support • Vendor coordination • Continuation of uninterrupted IT services	Date: insert Cost: insert Contact: Aura Moore, PE, (424) 646-5301, amoore@lawa.org



Firm	Client + Project Name	Brief Description	Other Details
 CNP	Orlando International Airport – On-Call Low Voltage Services	Perform computer-related manufacturer certified technical services including design, procurement, installation, provisioning, integration, end-to-end pre-functional testing, commissioning, "on-site" and/or "on-call" operation and maintenance activities related to support of the low voltage communications system, such as video surveillance, physical access control system, and network infrastructure. PSIM integration with ACS and VSS is also included in the scope of services under CNP.	Date: 2019 – Present Contact: James McMillan, 1-407-825-3531, James.mcmillan@goaa.org
 CNP	Miami International Airport – Security Communications Maintenance Agreement	M-F 8x5 On-Site support and 24x7x365 On-Call support with SLAs for trouble resolution. Maintain product certifications and 3rd party advance RMA agreements with OEM. Design consultation, Proof of Concept demos, procurement, installation, integration, and operations of existing and new comm. systems. Development and implementation of migration plans and acceptance test procedures. Research potential enhancements to existing systems and perform case studies to develop recommendations. Provide on-going preventative maintenance and generate maintenance activity reports.	Date: 2017 – 2027 Contact: Bernardo Prado, 1-305-876-0585, Bprado@FlyMIA.com
DEL RAY Del Ray Solutions	CrowdVision Advisement on TSA Requirements and Operational Challenges	Sean Cusson advised CrowdVision in the development and deployment of their pedestrian analytic technology for a demonstration of their capability at a TSA security screening checkpoint at Chicago O'Hare International Airport.	Date: 2019 Contact: Fiona Strens, fiona@strens.com



Firm	Client + Project Name	Brief Description	Other Details
DEL RAY Del Ray Solutions	ACRP 01-50, Data Protection and Privacy Management Guidelines for Airports	Sean Cusson led a research study of data protection and privacy management at airports. The report analyzed relevant federal, state, and international laws and industry standards to include the NIST Privacy Framework and the Payment Card Industry – Data Security Standard.	Date: 2022–2023 Cost: \$350k Contact: Matthew Griffin, MJGriffin@nas.edu
 Hahn Integrated Systems	Orlando International Airport South Terminal C Complex Program	HISC currently provides Technology OAR program management support services for this \$2.7 Billion project.	Date: Completed 2023 Contact: Pete Pelletier, ppelletier@goaa.org
 Hahn Integrated Systems	Seattle/Tacoma Airport Digital Signage SME	Assisting with all aspects of digital signage for the North/Main Terminal Renovation project, for both the Port of Seattle and Alaska Airlines.	Date: Ongoing Contact: Mike Francis, Michael.francis@nmtrp.com
 M2P Consulting	Los Angeles World Airports Business Process Modeling and Technology Design/Implementation	M2P Consulting supported LAWA with the design and implementation of the biometric boarding solution, access control system, a state-of-the-art Midfield Satellite Concourse, new Terminal 1.5, Security Badge Office, and Airport Police Facility.	Date: 2018–Present Contact: Justin Erbacci, JERBACCI@lawa.org
 M2P Consulting	Berlin Brandenburg Airport New Terminal Technology Planning and Implementation	Assisted with the design, roll-out, and go-live of Berlin International Airport. Major responsibilities were the planning and implementation of security systems, IT infrastructure, and Terminal and Ramp Systems for the operations center.	Date: 2015–2020 Contact: Uwe Hanewald, Senior Program Director, uwe.hanewald@berlin-airport.de



Firm	Client + Project Name	Brief Description	Other Details
 Rockport	ACI and Heathrow Airport Security Open Architecture	Developed the information model for security screening processes at Heathrow. This was based on the ACRIS Semantic Model, extended for Heathrow requirements. Developed a Proof of Concept and successfully demonstrated the resulting model to TSA, CATSA, EOS (the European Organisation of Security Equipment Manufacturers), AVSEC New Zealand and other airports such as Schiphol and Dubai.	Date: 2023 Cost: Approx. \$180k Contact: Segun Alayande (info upon request)
 Rockport	Innovate UK Fly2Plan	Participated in a consortium of major airports, airlines, air traffic control, universities and other technology companies to develop a model of the UK airspace with the intention of integrating scheduled aircraft plans and operations with those of the increasing numbers of unmanned airborne vehicles.	Date: 2022 Cost: Approx. \$530k Contact: Nick Jones (info upon request)
 ServiceTec	Minneapolis-Saint Paul Metropolitan Airports Commission IT Support Services	Began supporting the MAC's common-use system, supported FIDS expansion, supported IT design of the Emergency Communications Center. Also provides support for Landside/Parking Revenue System, digital interactive directories, as well as most new systems that are brought on board.	Date: 2005–Present Cost: \$19.6M Contact: Eduardo Valencia, 612-467-0961, eduardo.valencia@mspmacc.org
 ServiceTec	Port of Oakland/Oakland International Airport	Support for wide range of OAK's IT infrastructure projects, including its S/CUPPS service, preventative maintenance programs, FIDS, and network support. Along the way, supported the design and implementation of several upgrades.	Date: 2008–Present Cost: \$16.5M Contact: Kyle Mobley, 510-627-1391, kmobley@portoakland.com



Firm	Client + Project Name	Brief Description	Other Details
 TriOrb	State of Florida Information Technology State Term Contract	Our certified consultants support hardware and software support for the State of Florida, Department of Management Services, State Term Contract. Our technicians have supported with Senior System Administrators, Web Developers, Database Engineers and Business Analysts positions.	Date: 2017–2022
 TriOrb	Port of Canaveral On-Demand IT Professional Services	Our certified consultants are responsible for providing IT services for Cloud Services, networking, telecommunications, specialized systems, hardware, software, security, project management, administration and other services needed to support the Port Authority's Information Technology needs.	Date: 2019–2023
 Trulight Consulting	Florida Department of Transportation (FDOT) Cyber Security Services	Provided cyber security legacy code review, cyber security threat hunting, incident response, and training	Date: 2021-Present Cost: insert Contact: Stephanie Tanner, (850) 414-4011
 Trulight Consulting	Florida Department of Financial Services OIT Penetration Security Assessment	Penetration testing assessment to determine the security posture of FL DFS. Trulight combined a defensive and offensive cyber professional mindset to penetration testing and cyber vulnerability analysis. Upon completion of the IT risk assessment, an IT Security Risk Assessment Report was completed.	Date: FY19/20 Cost: insert Contact: insert



TAB 4

Knowledge and Experience of Key Individuals and Team

In this tab, we identify the key individuals on our team using the following sections:

4.1 | **Organization Chart** – Identifies key individuals.

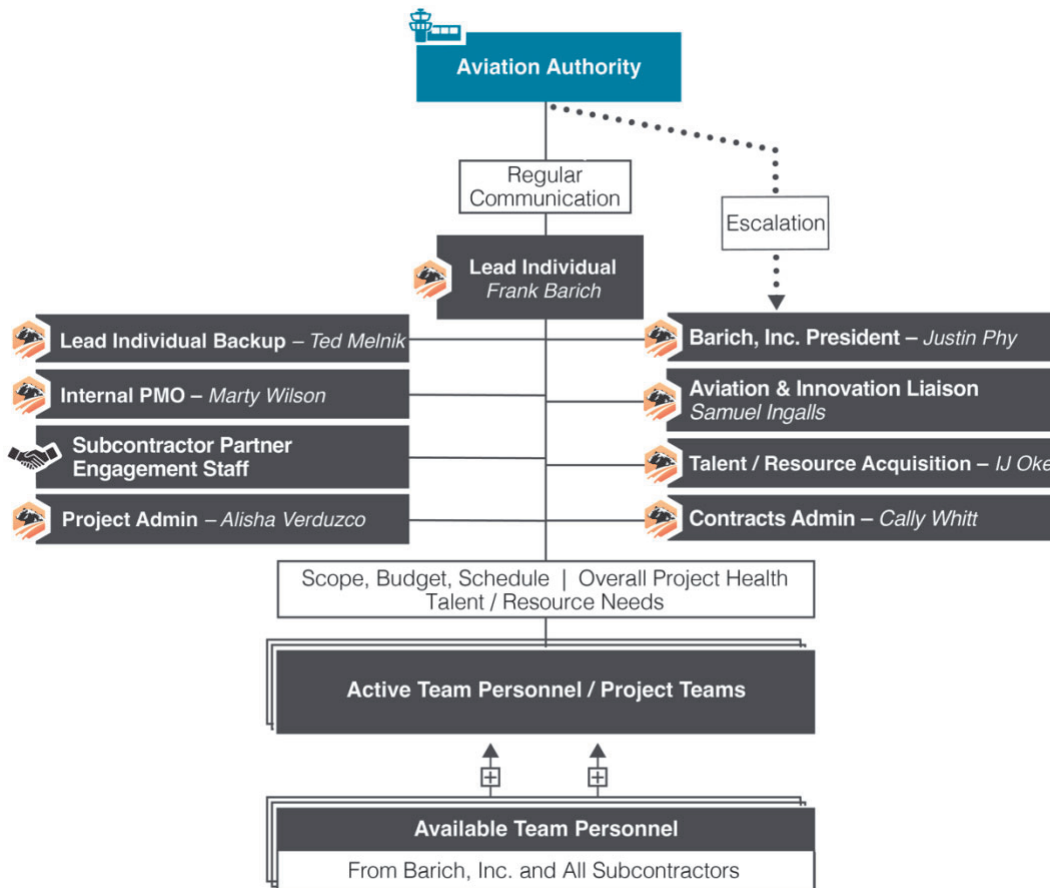
4.2 | **Lead Individual and Engagement Team** – Summarizes roles of key individuals.

4.3 | **Team Individuals Available as Needed** – Identify other individuals available as needed to support Aviation Authority projects.

For the specific knowledge and experience of these individuals, please see the following sections: [Tab 8 Compliance-Expertise Matrix](#) and [Appendix B: Team Member Resumes](#).

4.1 | Organization Chart

Figure 9: Organization Chart (Key Individuals)



4.2 | Lead Individual and Engagement Team

We have crafted an Engagement Team to provide the Aviation Authority with a direct connection to Barich, Inc. decision makers, access to expert resources, and an assurance that we will take every measure necessary to ensure our project teams perform at the highest level possible.

Below we describe these members and their role. For additional detail, see each person's resume (included in [Appendix B](#) to preserve the flow of this document) as well as where their name is mentioned in [Tab 3](#) or [Tab 8](#).

Barich, Inc. Engagement Staff

- **Frank Barich**, Lead Individual and Principal Consultant – Frank will lead our IT consulting program, provide ongoing engagement with the Aviation Authority, and lend his consulting expertise where needed in specific systems or strategies.
- **Ted Melnik**, Principal Consultant and Barich, Inc. VP of Operations – Ted will serve as a backup to the Lead Individual when needed. Being located in Orlando, Ted can be on-site with little notice to address urgent needs that arise. Ted will also be available to lend his consulting expertise where needed in specific systems or in IT and project management organization strategies.
- **Justin Phy**, Principal Consultant and Barich, Inc. President – Justin will serve as the Aviation Authority's point of contact for escalation when needed and lend his consulting expertise on projects relevant to his expertise (passenger processing strategies and program development).
- **Samuel Ingalls**, Aviation Industry and Innovation Liaison – Samuel will provide a unique role in greatly expanding the Aviation Authority's network and expertise in the aviation industry and beyond. Our Lead Individual will coordinate his involvement.
- **Marty Wilson**, Internal Project Management Office (PMO) – Marty will support the Lead Individual in administering requests for resources, preparing statements of work, and helping engage with our subcontractor partners. Marty will ensure projects are managed in coordination with Aviation Authority PMO and in accordance with Project Management Methodology. Marty will be available to project manage IT projects.
- **Alisha Verduzco** – Project Administrator – Alisha will provide administrative support where needed (ex: scheduling and invoicing).
- **Cally Whitt**, Contract Administrator and VP of Corporate – Cally will serve as the point of contact for contractual matters.
- **IJ Oke**, Talent Acquisition – IJ will engage to identify staff candidates for when additional Barich, Inc. staff are needed.

Subcontractor Partner Engagement Staff

Each of our subcontractor partners has identified a point person for this contract. Each point person is equipped to discuss the company's offerings, and most are also qualified to provide their expertise on projects. With each, we will engage regularly for the following purposes:

- Discuss ongoing projects, including successes or challenges to resolve.
- Share updates from Aviation Authority stakeholders that may impact their services.
- Remain up to speed on their capabilities and staffing.
- Identify potential opportunities to further serve the Aviation Authority and present the firms' capabilities to the appropriate stakeholders.



Table 3: Subcontractor Partner Engagement Staff (Ordered Alphabetically by Company)

Company Name	Engagement Team Member
AceApplications	Courtney Powell, Principal-in-Charge
AST	Smarajit Pramanick, Technical Architect
Burns Engineering	Gregory Spence, PE, LEED AP BD +C, Project Manager
Carolyn Binder CPA, LLC	Carolyn Binder, Owner
CNP	Orlando Suero, President / Network & Systems Engineer
Del Ray Solutions	Sean Cusson, Principal
Hahn Integrated Systems	Neil Hahn, Vice President
M2P Consulting	Andreas Haefner, Consultant
Pattern Labs	Kellen Schroeter, CEO
Rockport Software	Bob Logan, Director
ServiceTec	Brian Curtis, Sr. Manager, Business Development
TriOrb Solutions	Joseph Hall, Principal/Founder
Trulight Consulting	Jonathan Kilpatrick, CEO/Founding Partner

See [Tab 5](#) for more on our team management approach.

4.3 | Team Individuals Available as Needed

We have assembled a comprehensive team to meet the Aviation Authority's needs. To demonstrate this, we identified several staff members with expertise across the Scope of Services. Below we list these individuals starting with Barich and proceeding alphabetically.

For additional detail on these staff members' qualifications, see the following locations:

- Each individual's resume (included as [Appendix B](#) of this document to preserve the flow of this section)
- [Tab 3](#) or [Tab 8](#) where their names are mentioned. Note that, for Tab 8, to reduce the overall page count in this document, we do not provide a resume for every name mentioned in the matrix. However, we are happy to follow up with additional resumes for any staff member, should the Aviation Authority desire this.



Barich, Inc.

- **Frank Barich**, Lead Individual and Principal Consultant – Expertise in a wide array of airport IT systems, a strategic perspective on airport IT planning and business alignment, and a vast network of industry contacts.
- **Ted Melnik**, Principal Consultant and Barich, Inc. VP of Operations – Expertise in IT and project management organization strategies.
- **Justin Phy**, Principal Consultant and Barich, Inc. President – Expertise in passenger processing strategies and program development.
- **Samuel Ingalls, IAP, A.A.E.**, Principal Consultant – Experience in oversight of virtually all airport IT systems from his prior CIO role, ongoing expertise in common use and new technologies such as CBRS, and a vast network of industry contacts.
- **David DiMaria, C.M., A.C.E.**, Principal Consultant – Experience in all facets of Airport Operations (from his prior Operations Director roles) systems and processes, including Airport Operation Centers and virtual control systems.



- **Peter Longoria, RCDD**, Principal Consultant – Capabilities in emerging wireless solutions (ex: CBRS), IT infrastructure & system design and assessment, and strategic planning.
 - **Leslie Ruiz**, Senior Business Analyst – Unmatched proficiency in business analysis throughout the project lifecycle, deep expertise in RMS/AODB solutions, common use, and ongoing engagement with industry data standards development.
 - **Marty Wilson**, Senior Project Manager – Highly skilled project & program manager with experience in enterprise architecture and PMO best practices.
 - **Cary Reif**, Consultant and Project Manager – Passenger processing systems expert and experienced owner's representative/project manager.
 - **Dominic Nessi**, Subject Matter Expert (independent contractor) – Focus on cybersecurity consulting, particularly in response to the TSA's mandates. Highly experienced across aviation IT systems and security.
 - **Alberto Florez**, Systems Expert and Senior Project Manager (independent contractor) – Well-rounded expert in a wide array of IT systems, with recent experience in solving industry challenges in baggage processing.
 - **Tyler Wilson**, Systems Analyst – Experience supporting wireless planning, several IT system implementation projects, ACRP research, and IT master planning.
 - **Ewan Rafferty**, Business Analyst – Proficiency in the technical aspects of IT, experience with business analysis, and recent airport cybersecurity and system analysis experience.
 - **Rob Linstrum**, Analyst, Graphic Design and Technical Writing – Expertise in preparing major project deliverables, presentations, and proposals in aviation.
-



AceApplications

- **Courtney Powell**, Principal-in-Charge | Software Executive, Entrepreneur, IT Consultant and Application Developer
 - **Sonu Thummar**, Systems Engineer
 - **Richard Almario**, Software Engineer
 - **Bernard Staco**, Applications Architect
-



AST (Emphasis on Oracle Development)

- **Smarajit Pramanick**, Technical Architect
- **Manish Jhunjunwala**, Solutions Architect
- **Abhijit Sarkar**, Senior Architect
- **Gayathri Prasad**, Senior Principal Consultant
- **Ashok Gupta**, Senior Consultant
- **Dileep Narayanan**, Salesforce Solution Architect



Burns

Burns Engineering

- **Gregory S. Spence, PE, LEED® AP BD+C**, Project Manager/Technology Specialist – Expertise in airport systems engineering and project manager over aviation IT and security systems projects.
- **Robert Pringle, EIT**, Electrical Engineering Associate – Focus in aviation technology systems and infrastructure.
- **David Kipp, PE**, Principal Consultant and SME – Expertise in critical infrastructure protection, IT strategic planning and engineering, mission critical facility development, and special systems.

CAROLYN BINDER, CPA, LLC

- **Carolyn Binder**, Owner and Principal Consultant



CNP

- **Orlando Suero**, Principal-in-Charge / Network & Systems Engineer
- **Chris Vadnais**, Senior Network Engineer (BSCE)

DEL RAY

Del Ray Solutions

- **Sean Cusson**, Principal Consultant, Policy Consulting



Hahn Integrated Systems

- **Neil Hahn**, Vice President, Owner's Representative, SME in Paging Systems
- **Garry White**, Special Systems Consultant



M2P Consulting

- **Andreas Haefner**, IT Strategy Consultant, Emphasis on BI and Data Strategy
- **Bert Dijk**, Consultant, Emphasis on Digital Twin/Geospatial
- **Lance Ferrell**, Consultant and Project Manager, Emphasis on Security Technologies



Pattern Labs

- **John Pratt**, Senior Robotics Engineer
- **John Klingner**, Robotics Engineer





Rockport Software

- **Bob Logan**, BI, Oracle, and Data Strategy Consultant
- **Richard Todd**, BI and Oracle Consultant
- **Andy Johnson**, BI and Data Warehousing Consultant

ServiceTec

ServiceTec (sample resumes indicative of the staff ServiceTec can bring)

- **Chad Fotta**, IT Systems Specialist
- **Tatyana James**, Jr. IT Systems Specialist
- **Luis Zayas**, Telecommunications Technician



TriOrb Solutions

- **Joseph Hall**, Principal/Founder, Broad expertise in IT infrastructure and security
- **Kamel Yachefoune**, Telecommunications Lead



Trulight Consulting

- **Jonathan Kilpatrick**, Cyber Security Project Management, QA/QC
- **Aaron Rosenmund**, Cyber Security Operations

4.4 | Directing and Supervising the Team

The RFP asked that Respondents “*Explain how the firm’s management and primary staff person will direct and supervise the team.*” We have combined our response to this with section Tab 5 Approach and Methodology. See [Section 5.1.5](#).



TAB 5

Approach and Methodology

Barich, Inc. brings lessons learned and best practices from over 20 years of successfully meeting our clients' needs through on-call contracts—including 5 years of doing so for the Aviation Authority. In this section, we describe our approach and methodology to managing this contract using the following sections:

5.1 | **Summary of Engagement Approach** – Here we summarize our engagement approach which addresses most of the RFP's requests for this section.

5.2 | **Response to RFP Statements** – Here we address the RFP's statements one-by-one, in some cases providing direct narrative, and in other cases, pointing to other pieces of our response for the information needed.

5.1 | Summary of Engagement Approach

We have established a contract management structure that will provide consistency in client engagement, contract management, and quality management through the Lead Individual and Internal PMO. We currently employ several elements of this approach in our services to the Aviation Authority. As services grow, we will consider additional elements described here. Many of these are how we have approached other similar contracts such as at PHX and SAT airports.

5.1.1 | *Our Structured Approach and Lead Individual Responsibilities*

The Lead Individual ensures that all activities performed under the contract meet or exceed the expectations of the Aviation Authority. As an authorized representative of Barich, Inc., the Lead Individual will manage and coordinate the overall contract performance, and serve as the principal point of contact for communications with the Aviation Authority. The Lead Individual is responsible for providing periodic written progress reports and necessary project briefings for the overall contract. Supporting the Lead Individual is our Internal PMO Lead, who will ensure all Scope of Work statements delivered through this project align with Aviation Authority practices and principles. He will be responsible for the delivery of Scope of Work statements for each work authorization requested by the Aviation Authority.

5.1.2 | *Collaborative Visioning and Ideation with the Aviation Authority*

Our team will be most poised to deliver services to the Aviation Authority if our Lead Individual has regular collaboration with the Aviation Authority's Primary Point of Contact (PoC). This will provide him with the overall strategy envisioned by the Aviation Authority and its effect on the various Aviation Authority Departments and their respective stakeholders. To the extent appropriate, it is our goal to be part of the strategic planning process, thereby gaining insights into the current and future needs of the Aviation Authority, allowing us time to mobilize the resources to address the needs of the Aviation Authority in a timely fashion.

5.1.3 | *Program Reporting and Professionalism*

At the start of the contract, our Lead Individual will confirm the necessary reporting relationships, communications needs, and progress reporting protocols including standard and customized reports needed and develop a suitable workflow for efficient processing of work assignments. To properly support the Lead Individual, we have assigned an Internal PMO Lead and a Project Administrator to the engagement; the former to support the Lead Individual and



work with the airport for meeting scheduling and documentation, the latter to support preparing reports and invoices.

5.1.4 | Work Statement Development

Our service framework is generally modeled on ITIL service delivery with a formalized intake process for new service delivery requests. Depending on the quantity and complexity of the requests for services, we can implement a mechanized intake process with a service catalog, through an IT service management application. If desired, we will discuss such needs with the Aviation Authority's Primary PoC early in the engagement. We could further expand this intake process to include all forms of service delivery as a single point of entry for technical services and case management.

As specific work requests are presented, the Internal PMO Lead, under the direction of our Lead Individual is responsible for developing the project team needed to deliver the project. Our team includes a depth of resources across all noted subject matter and all levels of expertise. In addition to those named in this response, we have the capabilities to bring in additional resources as needed through our individual team member organizations and through additional subconsultants and new hires when appropriate. As the structure of the specific project team is established, the Lead Individual and the Internal PMO Lead will identify a set of appropriate team members to fill the roles. We will then review the candidates with the Aviation Authority point(s) of contact to ensure agreement on the experience, skill level, and cost of each resource. If the Aviation Authority has major concerns over any of the proposed resources, the Lead Individual will either make the individual available for an interview or remove them from consideration and assign a new resource.

To develop each scope of work, we expect participating in one or more meetings to establish the elements needed. Once a scope of work is drafted, we will submit for Aviation Authority review and modification as needed. We will incorporate comments and continue this process until there is an agreement for scope, schedule, budget, and resources. At that point, the Aviation Authority, going through its own internal process, authorizes a Purchase Order whereupon the project team is formulated. At this point, the Project Manager assigned will prepare a Project Charter identifying the essential elements for review and approval by the identified Project Stakeholders.

The nature and complexity of the requested service will help us determine the structure required for the specific team. We will establish teams with a balance of the necessary level of project management, consulting subject matter expertise, and support resources. We are prepared to deliver the right resources for any level of need, whether it be a few hours of strategic consulting, a multi-disciplinary team for a long-term project, or a full-time staff augmentation subject matter expert. This may include sub-contracting to an expert third party having the specialized skillsets needed.

5.1.5 | Project Management Approach

PMI Standards

Barich, Inc. standard project management approach incorporates the Project Management Institute's (PMI) methodology. Our Project Managers are either certified as Project Management Professionals PMP's by PMI, on their way to certification, or have sufficient years of experience and familiarity with the requirements set forth by PMI. Our Internal PMO Lead will ensure all projects are managed in accordance with the PMI methodology. In performing his lead function, he will work to align our methodology with existing Aviation Authority Project Management methodology.



Determining the PM Needs of Individual Projects

As Purchase Orders are assigned, we will evaluate each project for size, scope, and necessary resources. Large projects that have cross-functional stakeholders, multi-disciplinary teams, or third-party solution providers typically require a Senior Project Manager. The Project Manager is responsible to maintain a formal set of processes, effectively communicating to executive level stakeholders, firmly controlling the activities of a large project team, managing risk events and resolving issues, and holding solution providers accountable for meeting their scope, schedule, cost, and quality expectations. Other projects with smaller scope and budget may get a lighter more appropriate project management touch.

We understand that the Aviation Authority may opt to provide internal project managers, in lieu of our own project managers. In such cases, our Internal PMO Lead will coordinate touch points with the Aviation Authority project managers, to stay abreast of the progress of the project.

Management of Project Teams

For each Purchase Order, once an appropriate team has been structured and the staff assigned, the Project Manager will coordinate a kick-off meeting with the relevant project stakeholders. A work assignment will typically have an assigned Project Manager unless circumstances dictate otherwise. Regardless, there will be an assigned Team Lead consultant reporting directly to the overall Internal PMO Lead (Marty Wilson) if there is no assigned Project Manager for the work assignment.

Either the Project Manager assigned to the work assignment, or the Team Lead will manage the execution of work assignment tasks by the consultants, technical resources, or business analysts. Each will be responsible for ensuring that activities are accomplished to achieve project milestones within the planned schedule and budget and to raise risks and issues and risks as they become evident. The work assignment project team lead is responsible for reporting status updates and for conducting status meetings with the Internal PMO Lead and the Aviation Authority's point of contact on an as needed basis. The frequency and format of the status reporting process will be determined on a case-by-case basis under agreement between Barich and the Aviation Authority.

Status meetings for each project work assignment are held periodically, typically either bi-weekly or monthly, with these meetings controlled by an agenda with minutes produced. Issues are raised and action items assigned to individuals with due dates. In most cases, minutes are issued to all attendees within 72 hours of the meeting and sent out as a draft for review for all attendees to comment with 48 hours to return any comments. Once the minutes are finalized, a copy is sent to all identified stakeholders and is made part of the project record. Each meeting starts out with a review of all assigned action items and an update taken. Assigned staff understand what is expected and have the opportunity to discuss, correct, and revise any expectations of them. Stakeholders are kept apprised of the project on a regular basis and may attend any meeting to get additional clarifications. Status reports are issued to all stakeholders and assigned staff.

The Internal PMO Lead or Project Manager will review any deficiencies with individuals and may reassign or recommend removal and/or replacement of any non-performing individuals in consultation of the Aviation Authority.

Problem Notification and Escalation Process

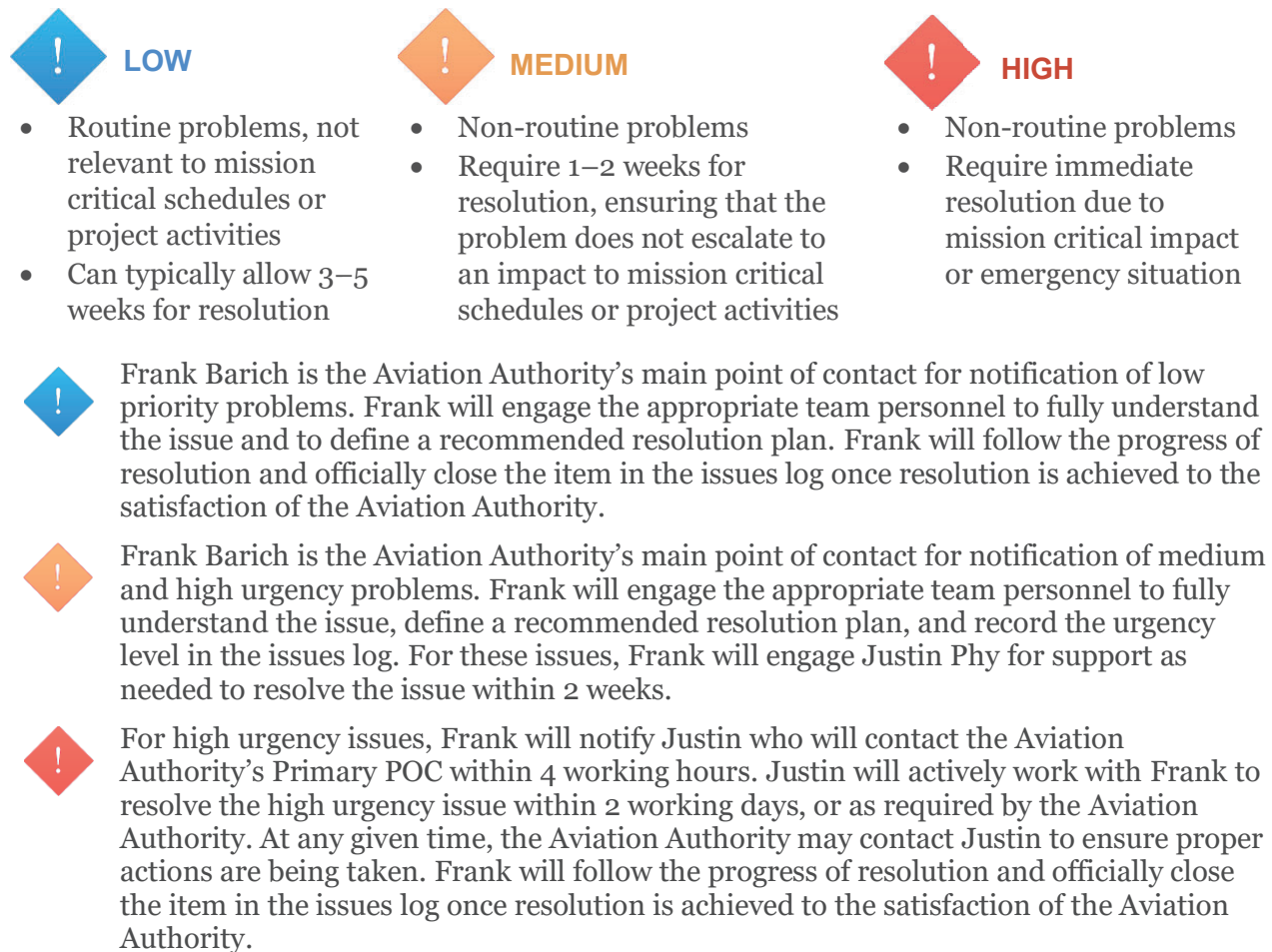
We are committed to serving the Aviation Authority with the level of responsiveness necessary to ensure problems are addressed quickly and appropriately. We also understand that although problems may arise beyond our control, we can and will perform a significant role in problem resolution wherever possible. Below we propose a process that we have used to varying degrees



on similar contracts; we look forward to discussing the level to which the Aviation Authority would like to tailor this to meet its unique needs.

Process Summary: For any problems that the Aviation Authority desires to escalate past the leadership of a given Purchase Order, our Lead Individual Frank Barich is the primary point of contact, and he will work to resolve low priority problems or issues. Our Internal PMO Lead will support Frank in tracking this process. To ensure we provide the best in customer service, particularly with mitigation and resolution of escalated problems to a medium or high urgency level, Frank is supported with the services of the Barich, Inc. President, Justin Phy. For these issues, and at any time the Aviation Authority deems necessary, Justin will ensure immediate action is taken for resolution of the problem.

With the use of these professionals, we propose the following problem resolution escalation path:



5.2 | Response to RFP Statements

RFP Request: “Tab 5 - Approach and Methodology”

“Respondent shall demonstrate the firm’s capacity, available additional resources, and ability to provide the required services. This should be demonstrated through the firm’s understanding of the Aviation Authority’s needs, the Scope of Work to be provided in order to manage and complete the work...”

We address this request in the following locations:

- Tab 3, [Section 3.2](#) “Experience and Qualifications in the Scope of Services” – This section walks through the required services, describing how we have crafted our team to ensure we have the capacity and available additional resources needed to address each.
- Tab 4, [Section 4.3](#) “Team Individuals Available as Needed” – This section lists out the individuals for whom we include resumes in Appendix B. We have included a large sampling of individuals to demonstrate our capacity and available additional resources.
- [Tab 8](#), “Compliance-Expertise Matrix” – We have taken this matrix very seriously, providing a detailed description of the team members who are capable to provide services under each area.

RFP Request: “A. Project Work Plan”

“1. Provide a concise but detailed description of the Respondent’s understanding of the project, detailed work approach and methodology. Include how the Respondent’s team will address specific and unique aspects of this project.”

We recognize that the Aviation Authority may authorize projects across any or all of the services described in section 3.1 of the RFP (Research, Concept Development, Requirements, etc.). In some cases, the project may span only one or a couple of these services (such as the project we performed on researching drone detection technologies), while in other cases, a project may span from Research to Operational Readiness and all services in between (such as the RMS/AODB Project we performed). As this is the case, we found it necessary to present our Project Work Plan, as a part of the descriptions of each service, rather than try and repeat here, the various combinations that a project may take. Therefore, for our response on our understanding of the Project Work plan for each service, please see Tab 3, [Section 3.2](#). We also request you review [Tab 8](#), Compliance-Expertise Matrix and Tab 4, [Section 4.3](#) for additional discussion on resources and capabilities.

RFP Request: “2. Describe the approach, means, methods, and procedures that may be used to gather the data, analyze findings, and develop recommendations as requested. 3. Provide a detailed breakdown and description of the specific steps, services, and study products that may be provided. Describe how the final product will be structured and presented upon completion.”

See Tab 3, [Section 3.2](#) “Experience and Qualifications in the Scope of Services” – This section walks through the required services, describing our approach to each. For example, there we describe how we structure final products such as business cases.

RFP Request: “4. Describe how your firm will approach any conditions, constraints, or problems that are unique to the scope of work that may adversely affect either the cost or work progress.”

Managing project conditions, constraints, and problems is a constant challenge within every project. For the most part, such issues tend to lead to the primary constraints of project scope,



time, and cost. Even in such a case where you may lose a key team member, the ultimate challenge still results in scope, time, cost. Ideally, high-quality projects deliver the required product, service, or result within scope, on time, and within budget. The relationship among these factors is such that if any one of the three factors changes, at least one other factor is likely to be affected, ultimately, producing risk or uncertainty within the project. Our approach to managing such conditions is to first ensure project managers abide to the Project Management Methodology, as this is in accordance with ITIL and PMI guidance. As such, we will approach each project consistently with the following:

1. As a component of the Project Plan, project managers will discuss in a meeting format with stakeholders, expected project constraints. To the best of the team ability, they will describe the constraint and identify risk and mitigation procedures.
2. Understanding that not all constraints will be captured up front, the Project Manager will define in the project plan, the steps to take in mitigating an unexpected constraint.
3. Project scope, schedule, and budget will be assessed against the constraint.
4. If the Project Manager can manage the constraint within accepted tolerances, the constraint will be reported on, but not escalated.
5. If the Project Manager cannot manage constraint within accepted tolerances, the Project Manager will alert stakeholders and Aviation Authority IT of the situation, including the proposed mitigation or re-baselining measures.

Despite the best efforts of managing constraints within the Project Management Methodology, we foresee a few challenges that may affect projects for the Aviation Authority, as described below that require special attention.

Multi-Stakeholder Engagements – Because MCO is a progressive, destination-based airport with multi-stakeholder technologies such as common use (among others), the Aviation Authority is often required to actively engage with many stakeholders to ensure successful projects. This includes stakeholders across the Aviation Authority, airlines, TSA, CBP and others. Working with these often out of necessity produces unexpected delays to projects due to conflicting schedules, misaligned priorities, and complicated procedures. We have worked with the Aviation Authority through these challenges before, and we believe we are uniquely suited to help mitigate these challenges. For example, because of the deep industry engagement and broad networks of staff such as Samuel Ingalls and Frank Barich, we can help expedite matters where needed to promote success for all involved.

A Dynamic Scope – Contracts like this are often very fluid, requiring the Consultant to remain highly flexible. Priorities may be defined today, but if things change at a higher organizational level, budgets may be gone tomorrow. We understand this environment. As such, we will seek to build in regular touchpoints with Aviation Authority leadership to ensure our team always has the latest of information on which to base our services. This will include having in place a reporting structure that keeps our team members on the same page. And further, our team presents consultants who themselves previously worked for airport operators, enabling them to provide experienced advice to the Aviation Authority through times of change.

Airport Growth and Internal Change – MCO is continually growing, breaking passenger number records by the year (and sometimes by the month!). This means that the Aviation Authority's staff are increasingly busy just keeping the lights on, let alone focusing on new projects. In some cases, this can affect the work progress of a consultant. Another related factor here is the Aviation Authority's ongoing progress in visioning and reorganization. With a new strategic plan soon to be finished—which includes the identification of a new role, the Chief Creative Officer—there will understandably be a time period of growing accustomed to change that could affect projects under this contract. However, we see all of this as a great opportunity



for the Aviation Authority to make significant strides in achieving its goals, and we are excited at the opportunity to continue our partnership in helping make it happen.

RFP Request: *“5. If your firm is subcontracting portions of this work, please indicate the firm with which you will be partnering along with the name, address, phone number, and email address of the contact person. Indicate the task or tasks that will be subcontracted...”*

See [Section 3.1](#) for a full list of our subcontracted team members along with all contact information requested. Since this is an as-needed contract, we do not yet have a list of tasks to be subcontracted. However, see [section 3.2](#) and the [Tab 8](#) Compliance-Expertise Matrix, and for alignment of where each subcontracted team member may serve the Aviation Authority depending on project needs.

RFP Request: *“...how the subcontract work will be managed and checked for quality control.”*

See section [5.1.5](#) above.

RFP Request: *“C. Implementation Plan”*

“1. A detailed description of the work the Respondent may perform, showing Respondent’s understanding of the Services and their role.”

We address this in our response to the following locations:

- Tab 3, [Section 3.2](#) “Experience and Qualifications in the Scope of Services” – This section walks through the required services, describing our approach to each of the Scope of Services areas, along with describing our qualifications.
- [Tab 8](#), “Compliance-Expertise Matrix” – This matrix walks through the work that Respondents may perform. Our responses in this matrix respond directly to the expected work areas, presenting the team members and personnel who we can tap into as the Aviation Authority’s project needs arise.

RFP Request: 2”. *Sample of graphs, charts, or other aids reflecting the start date, phases of work, and ending date (e.g., workflow diagram) that may be used to complete a project.”*

We use an internal portfolio management tool named Polaris to manage project completion. This includes entries for each individual project. However, depending on the scope and complexity of each project, we use a combination of other tools such as Freshworks or Excel spreadsheets to manage completion of individual phases or tasks. On the pages that follow, we provide samples that depict approaches we are currently using in airport projects. These can be tailored in any way to best align with the Aviation Authority’s business practices.



Polaris provides efficient project management and analysis for individual projects and offers a portfolio view of all projects. This helps project managers evaluate and prioritize all active and proposed projects based on critical criteria like hours worked, cost, and resource allocation. Polaris provides essential tracking of hours progress of each project against its timelines and hourly budget and identifies opportunities for improvement across the entire project portfolio. This feature helps to optimize resource allocation and streamline project execution.

Figure 10: Polaris Portfolio View

Project	Status	Program	Project Manager	Budget	Actual	Hours Estimated at Task Completion	Budget vs Scope	Actual Task Start Date	Estimated Task Completion Date
GOAA AIDB On-Call IT Support Services FY23 ADD#32 Oct 1, 2022 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Mleink, Ted	48.00	10.00	48.00	0.00	Oct 1, 2022	Sep 30, 2023
GOAA IT Services Staff Augmentation FY23 ADD# 26 Oct 1, 2022 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Mleink, Ted	907.00	607.75	907.00	0.00	Oct 1, 2022	Sep 30, 2023
GOAA MCO Cares On-Call Support Services FY23 ADD# 29-EPIC Oct 20, 2022 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Tran, Binh	412.00	22.50	412.00	0.00	Oct 20, 2022	Sep 30, 2023
GOAA OnCall IT Consulting Services FY23 - Prime Jul 19, 2018 – Jan 31, 2024	Execution	Greater Orlando Aviation Authority	Mleink, Ted	1,710.00	1,720.75	1,720.75	+ 10.75	Jul 19, 2018	Jul 19, 2023
GOAA OnCall IT Support Services FY23 - ADD#30 - Hahn Oct 20, 2022 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Mleink, Ted	192.00	5.75	192.00	0.00	Oct 20, 2022	Sep 30, 2023
GOAA RCD CBP & Continued Support FY23 ADD# 28 Oct 1, 2022 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Tran, Binh	1,093.00	682.50	1,093.00	0.00	Oct 1, 2022	Oct 31, 2023
GOAA Tenant System GUS FY23 ADD #31 - Hahn Feb 1, 2023 – Sep 30, 2023	Execution	Greater Orlando Aviation Authority	Mleink, Ted	200.00	—	200.00	0.00	Feb 1, 2023	Sep 30, 2023
Total:				4,562.00	3,049.25	4,572.75			



Figure 11: Polaris Project View (Tasks View)

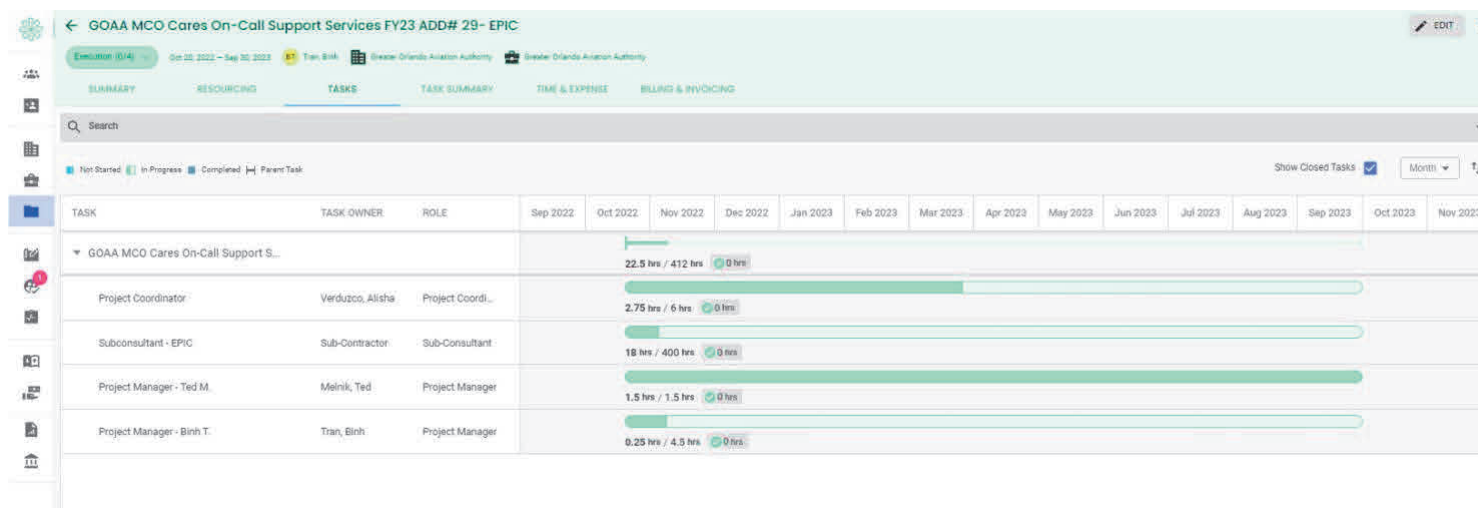
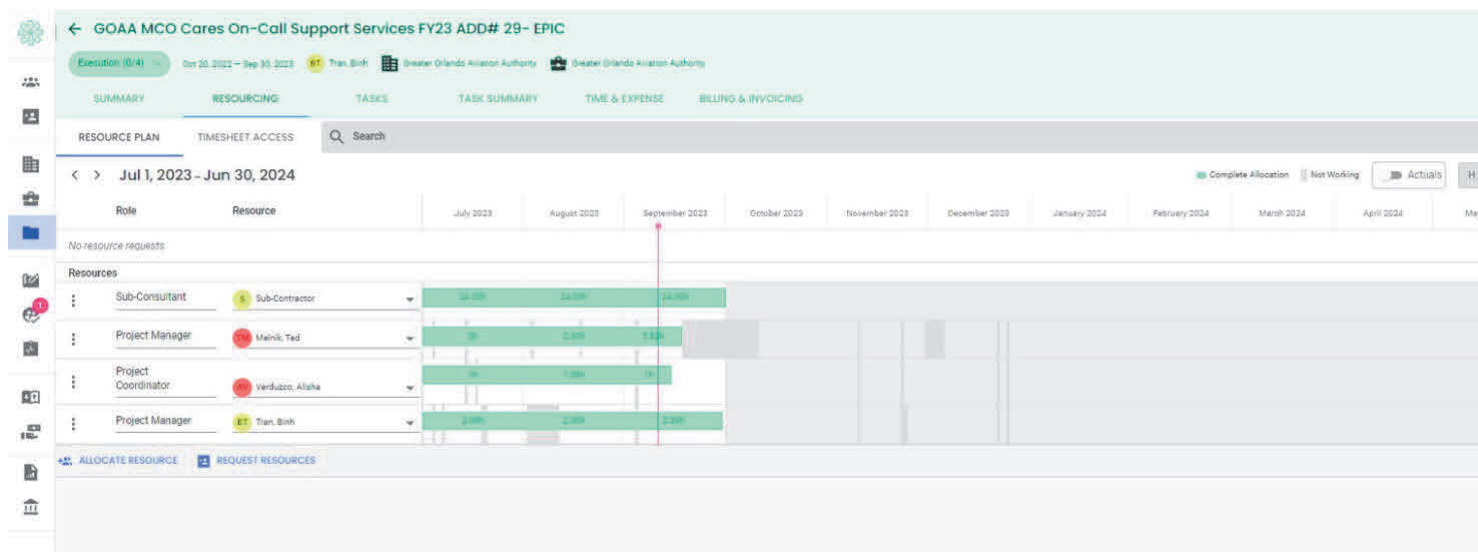


Figure 12: Polaris Project View (Resource View)



The **Freshworks IT Service Management (ITSM)** project planning function provides comprehensive tools and features to plan, execute, and monitor projects. The project planning function enables Barich's project manager to define project goals, timelines, and milestones and allocate tasks to the relevant team members. The Freshworks ITSM project planning function's value is that it helps streamline the project management process by providing a single collaborative platform for project managers, teams, and stakeholders. It gives visibility into the project's progress and helps to identify and manage issues and risks in real time.

Figure 13: Freshworks Project Plan View (shows a Gantt view of the project's schedule)

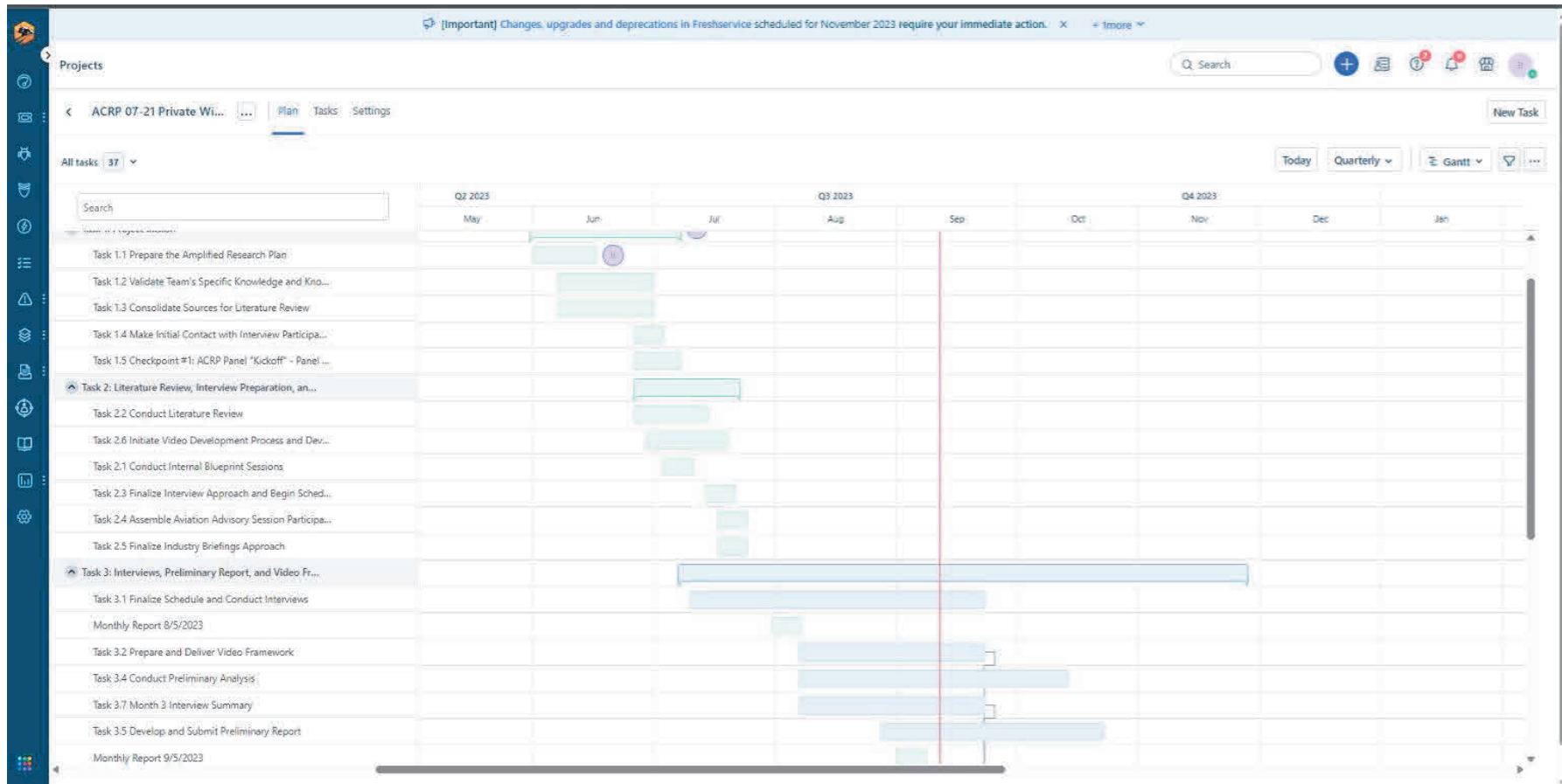
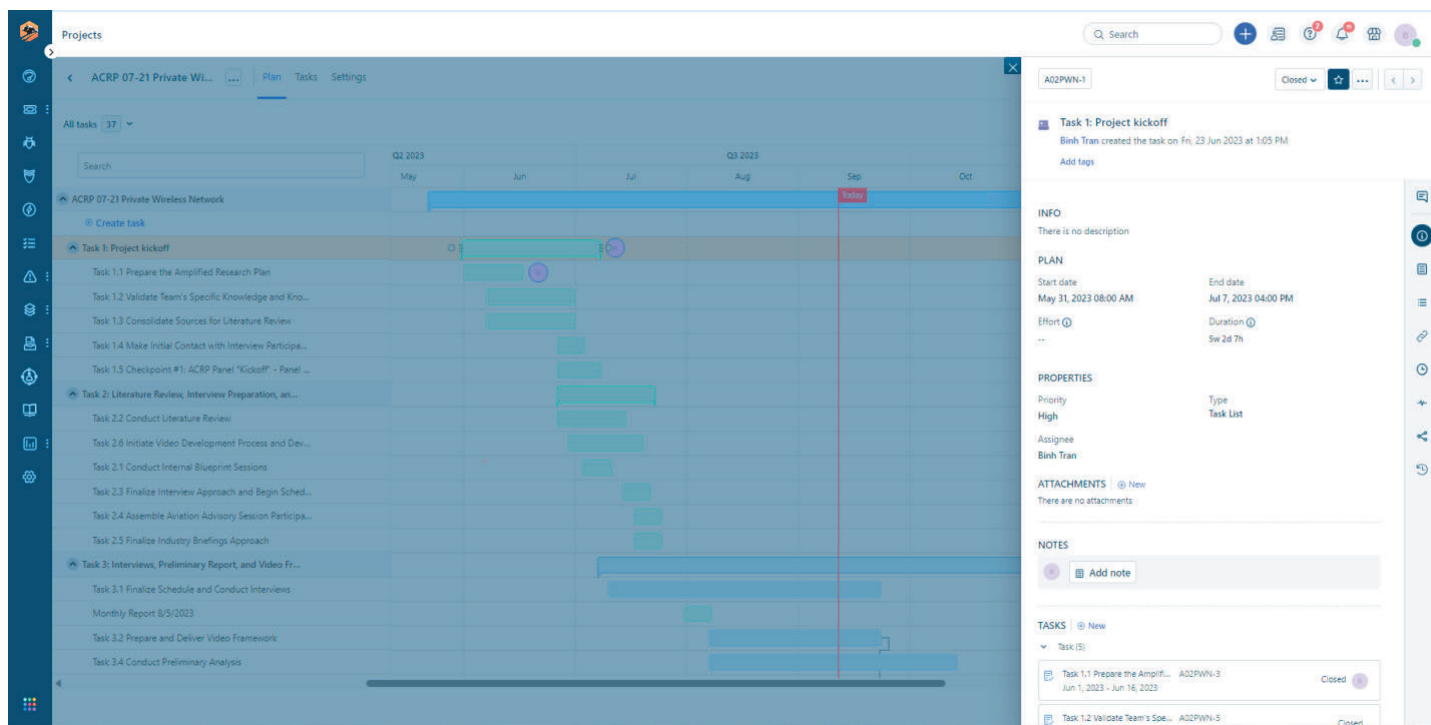
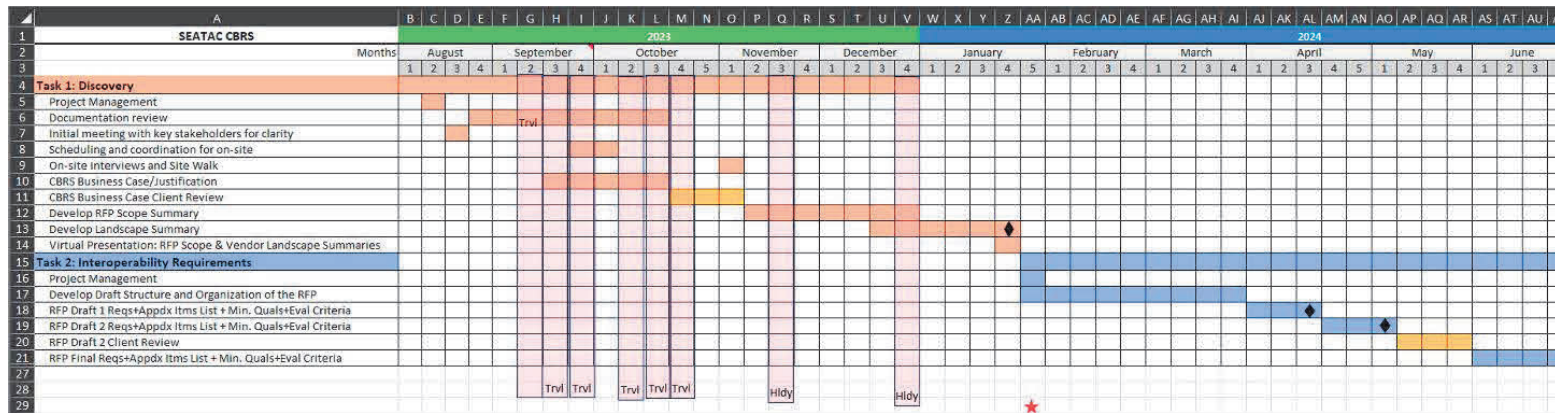


Figure 14: Freshworks Task Status View (Shows the task status, the start and end date, priority, assignee, and other information)



Excel is a flexible and well-known tool for project planning. It allows for customization of project plans in collaboration with team members. We leverage these capabilities during our proposal stage to simplify sharing and finalizing schedules before transitioning to Polaris and Freshworks ITSM Project Tools once the project is active.

Figure 15: Excel Project Plan (Proposal Stage)



TAB 6

Additional Requirements of the Response

1. There are no Prior or Pending Convictions, Indictments, Investigations, Regulatory Investigations in which Barich, Inc. has been involved in the last 5 years preceding the date of this response.
2. There is no Claims Information to list for Barich, Inc. in the last 5 years preceding the date of this response.
3. There are no Conflicts of Interest for Barich, Inc.
4. MWBE Participation – We have provided a Small Business Action Plan as outlined by the Aviation Authority. Sections 3.2 and the Tab 8 Compliance-Expertise Matrix show the service types that may be performed by the small business members on our team.



TAB 7 Schedule of Fees

We have provided a completed pricing table in the e-procurement platform OpenGov.



TAB 8

Information Technology Functional Requirements and Capabilities Matrix

See our Team's separate upload of this matrix. The following provides a few clarifying notes:

- **For each cell**, we provide the following:
 - **Overall Team Summary – Knowledge and Experience**
 - **Personnel Summary – Experience and Qualifications**
- **Resumes** – To reduce the overall page count in this document, we do not provide a resume for every name mentioned in the matrix. However, we are happy to follow up with additional resumes for any staff member, should the Aviation Authority desire this.
- **Airport Codes** – In many cases, we use the airport client's IATA code as a shorthand to save space in the limited Excel cells. Below defines each airport noted in the matrix:
 - AUS – Austin-Bergstrom International Airport
 - BNA – Nashville International Airport
 - BUR – Hollywood Burbank Airport
 - CAE - Columbia Metropolitan Airport
 - CLT - Charlotte Douglas International Airport
 - DEN - Denver International Airport
 - DFW – Dallas. Fort Worth International Airport
 - DTW - Detroit Metropolitan Wayne County Airport
 - GSP - Greenville-Spartanburg International Airport
 - IAH – George Bush Intercontinental Airport (Houston)
 - JFK - John F. Kennedy International Airport
 - JWA – John Wayne Airport (Santa Ana)
 - LAS - McCarran International Airport
 - LAX – Los Angeles International Airport
 - MSP - Minneapolis-Saint Paul International Airport
 - OAK – Oakland International Airport
 - ONT - Ontario International Airport
 - PBI – Palm Beach International Airport
 - PHX – Phoenix Sky Harbor International Airport
 - RDU – Raleigh-Durham International Airport
 - RIC – Richmond International Airport
 - RNO - Reno-Tahoe International Airport
 - SAT – San Antonio International Airport
 - SEA – Seattle-Tacoma International Airport
 - SFO - San Francisco International Airport
 - SLC - Salt Lake City International Airport
 - XPL – Comayagua International Airport (Honduras)



TAB 9

Additional Information If Needed

No additional information requested.



Appendices

Appendix A: Company Overviews

Below we include overviews provided by each company on our team.



Barich, Inc.

Barich, Inc. is an aviation consulting firm that helps airport and airline operators solve challenges and achieve their business goals through technology and process improvement. We have provided consulting, technology master planning, design, project management, owners' representation, and other strategic services to our clients since 1999. As a result of our company values, we strive to build long-term relationships with the clients we serve, providing quality work products delivered with the highest level of ethics and accountability. This has resulted in a growing client base consisting of years of continuous service.



AceApplications

Founded in 2001, AceApplications, LLC ("Ace") is an information technology solutions provider delivering custom software and cloud solutions, systems integration, web and mobile development, IT consulting and staffing services. Our mission is to empower businesses, schools and government agencies to become more productive, efficient, knowledgeable and competitive through the use of information technology. We are ROI-driven in our approach and apply strong methods to ensure consistent quality and on-time delivery. Our past performance includes successful projects completed for agencies, such as: Greater Orlando Aviation Authority, Jackson Municipal Airport Authority, Orange County Government, Central Florida Expressway Authority, The Florida Turnpike, The City of Orlando and others. Our project team, with over 200 combined years of experience, is highly qualified, and includes Software Engineers, Computer Scientists, Systems Administrators, Database Administrators, Business Analysts, UI/UX Developers, Instructional Designers, Project Managers and others.

While our main office is in Orlando, Florida, our firm has local offices in Maryland and Ohio, and is DBE certified in 10 states: California, Florida, Georgia, Maryland, Michigan, Mississippi, North Carolina, Ohio, Texas and Virginia. We are also a federally certified HUBZone firm and have earned our federal GSA Schedule-70 contract.

AceApplications is proud to have successfully completed several projects ranging from website design and development, software applications and mobile development, enterprise technology strategy, GIS-enable applications, applications involving advanced systems and data integration, technical documentation, training, IT Staffing & Staff Augmentation, overall Customer Service



and others. We have an on-going list of relevant past performance projects we have completed on-time and on-budget.



AST

Founded in 1995 by former senior members of Oracle Corporation, AST (Applications Software Technology) has evolved from a niche Oracle Systems Integrator to a global strategic advisory firm with multi-pillar expertise in cloud applications and technology. Our reputation and award-winning corporate culture drove **Recognize Partners**, a technology services-focused investment platform, to back AST with the strategic capital necessary to accelerate our future growth and ability to deliver innovative solutions to our government clients. Headquartered in Lisle, IL and powered by more than 900 global employees, AST can mobilize the right resources, skills, and innovative solutions to help clients improve operational efficiency, performance, and their bottom line.



Our Executive Leadership Team works tirelessly to cultivate a collaborative, diverse, inclusive, and innovative company landscape. This commitment to our employees has resulted in multiple “best workplace” awards and unrivaled longevity amongst our staff. Our customers benefit from having key project team members available to advise and support on any future phases of their digital transformation journey.

For nearly three decades, AST has delivered modern technology solutions that enable mass transits, commuter rail, and airports to efficiently allocate resources so they can meet the diverse and evolving needs of the communities they serve. We are experts at connecting people and technology to create efficiencies which allow transportation providers more flexibility to re-direct time, energy, and resources to efforts that improve operations and customer satisfaction. When Tampa International Airport (TIA) needed to transform its highly manual planning and



budgeting processes, AST delivered advanced revenue planning and analytical capabilities that helped TIA weather Covid-19 travel restrictions better than other U.S. airports. TIA recognized significant benefits from the fruits of their labor with AST, after which they found themselves better equipped to assess financial impacts and act quickly, saving an immense amount of time and money, reducing organizational stress and fatigue, and ultimately setting a new bar for forecasting excellence.

Oracle Alliance

AST and Oracle enjoy a deep, symbiotic relationship. We were founded in 1995 by former senior members of Oracle Corporation. Today, AST's Chairman of the Board, Charles Phillips, is himself a former president of Oracle. From our early roots in Oracle E-Business Suite professional services, our portfolio of Oracle expertise has grown over the years to offer true multi-pillar expertise including ERP Cloud Financials, Procurement, HCM, Payroll, EPM (Planning and Budgeting), Citizen Experience, Analytics, Security, and Integration. We are a **five (5) time Oracle Partner of the Year award winner** for our innovative solutions and commitment to customer success.



Prior to OPN's recent restructuring, we were an Oracle Platinum Partner. Today we are a member of the Modern Oracle Partner Network with expertise in Sales and Service. Oracle recognizes partners that achieve Expertise in focused products and services. AST's Expertise across multiple Oracle Cloud Application pillars demonstrates our commitment to ensuring customer success and maintaining trained/certified staff who are ready for any challenge.

Burns

Burns Engineering

Firm Background

Burns Engineering has grown into a leading professional service provider of specialized airport IT, security and communication systems engineering in the United States. We are an established airport systems engineering firm with over 60 years of experience in providing airport engineering consulting solutions. Founded in 1957, the firm has established itself as a consulting firm for airport clients throughout the United States.

Burns' staff also has significant international experience working at large airports around the world. A private corporation with over 300 employees, Burns is headquartered in Philadelphia, PA with additional offices in New York, NY, the Washington, DC, St. Louis, MO, Orlando, FL, Dallas, TX, Denver, CO and Los Angeles, CA.

Our aviation services range from technology planning and consulting services to program management, construction management and engineering design, but they are all centered on the specialized field of airport information management and technology.

Technology and Special Systems Capabilities

Partnering with airport leaders to reimagine the passenger experience, improve efficiency, and create world-class facilities. Burns' dedicated team of aviation experts deliver the full range of airport planning, design and construction support



services. Serving aviation facilities of all sizes, we create secure, sustainable and resilient engineering solutions—from landside amenities to airside innovations. Airports of the future start at Burns.

We offer comprehensive technology expertise including technology systems and security design and consulting for passenger & operational facilities, airside infrastructure, and central utilities.

Burns has developed unparalleled knowledge and expertise in a variety of systems that support airport operations, including telecommunications, access control, CCTV, radio systems, public address, fiber optic cabling, flight and baggage information systems, common use passenger processing systems, 400Hz Power, gate docking, common use kiosks and gates, perimeter intrusion detection, and other special systems unique to airports. Burns' staff includes dedicated experts who understand the operational needs of airports, stay knowledgeable of the current requirements, and have a thorough understanding of the rapidly changing technology. Burns excels at working with facility operators to determine the most appropriate technology for their project, and providing customized design solutions that ensure a successful project outcome in support of safe and efficient passenger travel.

Technology Systems

Burns guides our clients throughout design, integration and convergence of emerging technologies and relied-upon information systems. Our team stands at the vanguard, implementing leading-edge technologies for mission-critical facilities and specialized infrastructure projects.

As Burns champions digital transformation for aviation clients, we offer state-of-the-art technology systems encompassing airport systems, telecommunication systems; safety & security, and multimedia systems. Airport systems include: Airport Management Systems (AMS); Common Use Systems; Airport Operations Center (AOC) Design Information Display Systems (MUFIDS, BIDS, GIDS); Dynamic Signage; Queue Management Systems; Airport Operational Database; Virtual Ramp Control; Visual Docking Guidance Systems (VDGS); Resource Management Systems (RMS); Intrusion Detection Systems; Parking Guidance Systems; and Premise Distribution Systems.

Rapidly Changing Technology

The emergence and impact of new and future technologies, coupled with an increased focus on enhancing the passenger experience, are key factors which Burns considers for every airport project. Tomorrow's airport terminal will need to embrace and empower a continuously evolving technology landscape, but it is unwise to assume that we know exactly what technological advancements will be available in 2023 and beyond. The environment of technology is still taking shape; much more bandwidth and computing power – for less cost than today – will spur changes that cannot be foreseen. Not knowing exactly what the future holds, however, does not limit us to the technologies available today, nor does it restrict our ability to envision what the future may bring. The need for a flexible, scalable, adaptable, and robust infrastructure upon which these future technologies exist is paramount. Delivering a high capacity, high speed, reliable and flexible communications infrastructure is a foundational element of The Airport of the Future.

Burns' personnel are recognized leaders in the fast-developing world of information technology. The firm's professionals serve on a number of technical and advisory committees and are regular contributors to standards of practice and frontier leadership.





CNP

Certified Network Professionals, Inc. was founded by Network Engineers and emphasizes the development of industry certified personnel with a broad range of experience to provide high-level IT related services to our clients. Since 2007, Certified Network Professionals has focused on Airport and Seaport clients to develop our expertise related to network and security IT system solutions in these very challenging and critical environments. Both Airports and Seaports have inherent vulnerabilities and present unique challenges. Our goal is to assist our clients in minimizing exposure by leveraging technologies and maximizing their return on investment.

Our Airport and Seaport client references include the following:

- ❑ Miami International Airport
- ❑ Charleston International Airport
- ❑ Orlando International Airport
- ❑ Port Canaveral
- ❑ Port Miami
- ❑ Southwest Regional International Airport

Our primary focus and experience have centered around the design, deployment, and integration of security related systems, including the network and server infrastructure that supports them. CNP has been providing services related to Video Surveillance and Physical Access Control Systems to the Aviation Authority since 2018. As a certified partner with Qognify and Software House, the list of projects below represents some of the opportunities where our Engineers provided their services.

- ❑ MCO - BP443 Airside 4 Improv Program (VSS - CBP Integration Services)
- ❑ MCO - South Terminal C (VSS - CBP Integration Services)
- ❑ MCO - South Terminal CRDC (VSS & PACS Expansion services)
- ❑ MCO - BP-S195 South Terminal C Phase 1X (VSS & PACS Expansion services)
- ❑ MCO - T1884 Textron Aviation Building PACS (PACS Expansion services)
- ❑ ORL - L00069 CCTV & ACS Security D/B Project (VSS, PACS, & Cisco Wireless design-build)

Our scope at other airports, including Miami International Airport, has extended beyond the VSS and PACS Systems. Since 2014, CNP has been MIA's primary Security Systems Integrator and is responsible for maintaining the integrity of the airport's customized and fully integrated security solution. In 2017, CNP was awarded a 10-year support agreement (L4400001195 – Airport Security Communications Maintenance Agreement) with contract value of \$24.67 million over the term of the agreement. This contract includes the operations and maintenance of the Security Network infrastructure (Cisco/Juniper/Extreme mixed network environment), Digital Video and Audio Transportation system, Virtual Platform (HCI) infrastructure, Perimeter Intrusion Detection System (PIDS), BriefCam Video Analytics platform, Identity and



Credential Management System (HID Safe), and numerous innovative case studies revolving around the customer experience and safety.

As an active member with Airport Council International (ACI), the Florida Airport Council (FAC), and Airport Law Enforcement Agencies Network (ALEAN), CNP is constantly interacting with other agencies to identify new technologies that may enhance existing systems for our client's environment.

DEL RAY

Del Ray Solutions

Del Ray Solutions is a law, policy, and advocacy firm that focuses on aviation issues. Del Ray Solutions works with a broad set of clients to advise on legal and policy issues, analyze programs and practices, and develop operational strategies. See Sean Cusson's resume for more information.



Hahn Integrated Systems

Hahn Integrated Systems, Inc. (HISC) is a WBE/WOSB low-voltage consulting firm that provides advisory, design, project/construction management, and field support services to a variety of vertical markets in both public and private sectors. HISC is unique in Systems, combining legacy experiences as installers, designers, contractors, inspectors, and trainers who have advanced into consulting and serving as Owner Authorized Representatives (OARs).

HISC is known for the unique role we play for Owners, Architectural & Engineering (A&E) companies, Mechanical, Electrical, and Plumbing (MEP) companies, and General Contractors, and we work hard to earn and keep their trust. Partnering early in a project is vital to understanding our client's requirements and work processes and is key to our success and repeat clientele. We pride ourselves on maintaining close, long-term client relationships, many of them for over 20 years.

Our deep knowledge of technology and broad range of experience means we can offer novel and bespoke systems design and support. We understand how to qualify, select, and manage key manufacturers and technology partners that are critical to the success of the project, or to assist in other ways where a technology liaison is required. We specialize in creating teams that work together.



M2P Consulting

M2P is a premier management consultancy focused on aviation and technology, bringing applicable IT and workforce assessment experience from airports around the world. M2P helps clients achieve success by extracting the full value of their businesses, delivering major change and IT implementation programs, and preparing for future challenges.



On the recent Digital Transformation Plan for RNO, Barich, Inc. collaborated with M2P—and specifically Andreas Haefner who is included in this package—to develop several BI and data strategy recommendations. The synergy we experienced there is something from which we know the Aviation Authority is sure to gain value.

M2P's approach to enterprise BI involves a comprehensive and structured methodology that focuses on understanding the business requirements and priorities. This approach entails developing a detailed plan that includes all phases of the project, from data collection and analysis to the delivery of the final product. To ensure the success of the project, M2P pays attention to critical aspects such as network infrastructure, data security, system interoperability, system reliability, and user experience. M2P evaluates the IT infrastructure to ensure it can support the project's objectives effectively and efficiently. M2P also develops data security measures to protect sensitive information, reviews integration design documents to ensure proper system communication, evaluates system reliability, and advises on technology to enhance the customer experience and operational efficiency. Furthermore, M2P emphasizes the importance of continuous improvement to ensure that the BI system remains effective and relevant in meeting the airport's evolving needs.

The following summarizes M2P's relevant recent projects in addition to the RTAA:

- ***San Francisco International Airport*** – Airport Integrated Operations Center (AIOC). Responsible for multiple technology and data workstreams for the new AIOC at SFO.
- ***Reno-Tahoe International Airport*** – Supported the Barich team in development of IT strategy and digital transformation, leading the focus on data analytics and digital innovations.
- ***Berlin International Airport*** – Responsible for implementing Common Use Systems (including AODB, CUSS and CUPPS), Security Systems, and IT special systems.
- ***Helsinki International Airport*** – Responsible for implementation of a companywide business analytics platform for all Finnish airports.
- ***Bergen, Oslo, Tromsø, Stavanger International Airports*** – Focused on building an intelligent and innovative analytics approach to improve forecasting accuracy and improve the planning process.

Another reason for including M2P is to expand our expertise and bench in the realm of physical security. In particular, for projects at PHX and RNO, Barich, Inc. has included Lance Ferrell, an expert in access control, video management, intrusion detection, and identity management. Lance is familiar with not only the front-end complexities of installing security systems, but also the technical systems behind them. Lance is a contributing member of the Radio Technical Commission for Aeronautics (RTCA) Special Committee 224 which develops standards for Airport Access Control Systems. Lance rewrote the technology integration section for the latest version of DO-230. The integration section is focused on best practices and considerations for integrating elements of airport physical security systems.





Pattern Labs

The team at Pattern is leveraging our experience building sophisticated autonomous robots to address pressing industrial applications. Our robots operate both indoors and outdoors, around people and vehicles. We are riding the sweet spot between cutting-edge r&d and actual solution scaling. Our goal is to build the most capable autonomy systems for the most challenging unstructured environments in the solar system by quickly scaling, learning, and delivering real value by solving stepping-stone applications immediately. We can do this because we love the thrill of adventure and exploration. The thrill of being pioneers. It's partly our Colorado roots, beckoning us to go faster/bigger/further than anyone before. We have mountains to climb!



Rockport Software

Rockport Software was founded by ex-senior managers and directors of Oracle and Information Resources Inc., with specialist expertise in Business Intelligence and analytics. The clients we serve include Heathrow Airport, Yahoo Europe, Societe Generale Investment Bank, Lloyds Bank, Emirates Arlines, and many others. Rockport has substantial depth of knowledge and experience with the ACI ACRIS Semantic Model and have developed many of the components of the model. We have also worked closely with IATA personnel on the Airline Industry Data Model (AIDM), on which the new Baggage XML standard is based. We also partner with major technology companies, in particular Oracle and Microsoft.



ServiceTec

Established in 1989 and operating globally from bases in the USA, Canada, UK, Netherlands and Norway, with an international network of experienced, vetted and highly qualified Administrators, Engineers and Technicians, the ServiceTec Group has been managing and maintaining business, service and mission critical systems and infrastructures at the world's busiest airports for over 25 years. We are one of the few truly independent organizations to support and service information systems, with a focus on local support through a single point of contact for multiple vendors' systems. Our services range from solving the IT problems of today - hardware, software, desktop, server, network or user service desk - to consultancy, project management, best practices and supporting the needs of the future.

Over the years, ServiceTec teams have supported well over 50,000 system devices and 1,500 self-service devices - amassing over 5 million man-hours of experience on multiple vendor systems and platforms. This vendor-independence has allowed us to design, develop and implement entire systems and solutions for many of our clients, as well as to deliver world class support that is free from any bias. As an airport IT specialist, ServiceTec has built a history of maintaining the IT equipment and systems used for check-in, ticketing, information display, networking, biometric and security centers, data management and baggage control at major North American airports including: BNA, CAE, CLT, DEN, GSP, JFK, LAS, LAX, MCO, MSP, OAK, ONT, RNO, SFO, YVR, YYJ and YYZ.



Additionally, ServiceTec is the only independent IT Service Provider to support all the main Common Use Passenger Processing Systems (CUPPS) industry platforms. Given this, we maintain strong working relationships with Systems Integrators in order to achieve service objectives. Beyond common use, our experience in other aviation related systems includes, but is not limited to Airline Hosts and TE's (Terminal Emulators), DCS (Departure Control Systems), Applications & Specialty Systems Support, Network Management, Biometric Access System Support, FIDS/BIDS/GIDS/PIDS, BRS (Baggage Reconciliation Systems), CUSS (Common Use Self Service) Kiosks, APC (Automated Passport Control) Kiosks and E-Gates.

Partnership and integration with our clients are tangible goals that we set out to achieve with every client relationship. One way in which we have done this is by selecting the right staff and ensuring that they quickly become experts on the systems they support in the airport environment. Using locally employed on-site technicians, administrators and engineers, ServiceTec provides a dedicated team for all our airport customers. With a strong internal culture of developing staff through continuous training, our employees are known as specialists and experts in the air transport industry. Our teams are well qualified resources, who are knowledgeable, trustworthy, and efficient. ServiceTec employees maintain a positive and professional work environment at every client site, all while meeting and often exceeding strict Service Level Agreements. Often, we are viewed as an extension of client airports' in-house IT Staff, because we consistently deliver high levels of support and customer care.

Finally, ServiceTec is certified in ISO9001:2015, ISO27001:2013 and ISO20000:2018. We are also members of itSMF, dedicated adopters of the ITIL® IT Managed Service best practice framework. By holding ourselves to these standards, we have created a culture of excellence among staff of all levels in the organization.



TriOrb Solutions

Established in 2012, TriOrb Solutions is a veteran owned and operated Technology Solutions company that provides diversified technical, professional, and managed services to meet the business, operational, education, and training needs of Federal Government, public, and private sector customers. We leverage new or existing technology to increase productivity, enhance services, improve overall efficiency and effectiveness of operations.

With extensive experience in the Commercial, K-12 Education and Government sectors, we provide complete end-to-end technology solutions. Specializing in Cellular DAS public safety, electronic security, cyber security, and telecommunications services, we'll ensure that your needs are always put in first place, and your expectations are exceeded.

The Information Technology industry changes day by day so we ensure that our team of experts always stay up to date with the latest developments. For cutting edge solutions to all your IT and telecommunications problems, choose TriOrb for a comprehensive and efficient service.



Trulight Consulting

Trulight LLC (Trulight) is an IT Strategy, Cyber Security, and Regulatory Compliance firm based in Tallahassee. Trulight clients include Public Sector State Agencies, Local government municipalities, and Private Sector clients. The projects we are performing range from Threat



Hunting to Cloud Migration Strategy, Vulnerability, Legacy Code review, Cybersecurity Operations, and Virtual CISO. Our mission is to protect the Client's investment in technology, the employees, the citizens, and their brand.

Rich in experience, the Trulight leadership team has over 75 years working with the government and private sector clients. Our individual experience is what makes the Trulight team experience very extensive. As the CEO of Trulight, my experience prior to forming Trulight LLC was as the Chief Information Officer for the City of Tallahassee. I had responsibility for the \$50,000,000 IT budget and a staff of 150 IT personnel, overseeing multiple large complex projects. I have also served the FL Air National Guard for the past 34 years currently as a Cyber Systems Officer.

A key element of our Point of View (POV) is that in today's expanded threat environment, every project or process change should require a look through the Cyber Security lens. Cyber Security is no longer a check box report that can be evaluated every three years and put on a shelf. The current security landscape requires an execution strategy that can be used to prioritize and remediate the highest priority points of intrusion. The Trulight difference is just this, our team consists of actual military trained cyber warriors, executing on strategy every day. Compared to Trulight's consultative approach, pure software companies view is "everything can be fixed through automation", when actually Trulight practitioners know that once a high priority vulnerability is exposed, a careful manual scan must occur, then the proper remediation determined.

The capabilities that our cyber team possess are exceptional, bringing a mix of offensive and defensive minded cyber professionals, able to look at the cyber assessment from the view of an aggressor who is intent on disrupting systems. Our cyber professionals can recommend mitigation that minimizes risks associated with any vulnerability found, then act on the prioritized remediation. Trulight offers deep Cyber Security expertise, well recognized by industry Information Security leadership, to ensure that from the project onset the Cyber Security best practices are embedded in the project plan from the vendor to protect the system security from a cyber threat perspective.

Also, I currently serve on the Transportation Research Board (TRB) on the Standing Committee on Systems, Enterprise, and Cyber Resilience (AMR40) and our Trulight team members have engaged in various threat evaluations facing the transportation industry. For example, Trulight team members have participated in many Red Team exercises at the DOD level exposing the supply chain threats that are present in military vehicles. These same vulnerabilities are present throughout the Transportation industry. Every stakeholder should be concerned about the threat facing our supply chain. Trulight team members are deep in this strategy discussion.

The earlier in the project life cycle that Cyber Security best practices are implemented, the more secure the new system will be for years to come. The opposite is also true, the later Cyber Security best practices are implemented, the more expensive the remediation is, as was seen in the FDOT legacy code review performed by Trulight.

Trulight will make our defensive and offensive trained Cyber Professionals available for any project, so that we can perform an independent evaluation from the perspective of a malicious actor. Trulight can use a technical team that has direct experience in developing Cyber Security vulnerability analysis in order to remediate any vulnerabilities and risk. Trulight's Cyber Security Professionals can evaluate applications, systems and architecture for proper adherence to the most current industry standard cyber protection strategies.

The current priorities discussed for the Aviation Authority are core service offerings for Trulight. Our staff are offensive trained cyber professionals that can evaluate infrastructure from the perspective of a malicious actor. Trulight can use a technical team that has direct experience in



developing cybersecurity threat hunt and vulnerability analysis for remediation of any vulnerabilities.

It is our hope that from our initial meeting, we left you with the impression that we can assist you and your mission at the Aviation Authority. Our references will share that they renew services with Trulight as the result of our team providing exceptional service.

Jonathan Kilpatrick, CEO/Founding Partner Trulight LLC

Trulight Values: At Trulight we espouse the values that guide us, which we believe will create enduring partnerships with our clients.

Integrity is key to all relationships. Trust is developed over time and must be constantly maintained.

Commitment to excellence is key to exceptional performance. When we commit to an endeavor, we see it through.

Ethical performance is key to sustainable business. Ethical behavior is critical to building lasting opportunities.

Customer success is key to our success. Developing true partners and helping them succeed will ensure our success.

Trulight Cyber Security Professionals have the following certifications:

- ✓ Top Secret/SCI Clearance
- ✓ GCED GIAC Certified Enterprise Defender
- ✓ GCIA GIAC Certified Intrusion Analyst
- ✓ CompTIA Security + Candidate
- ✓ CompTIA Pentest + Candidate
- ✓ Blue Coat Certified Proxy SG Administrator v4.4 Certificate
- ✓ Blue Coat Proxy Professional (BCCPP) v4.4.1_r1 Certificate
- ✓ Malware Persistence Detection 273 IOS PCTC-Windows Operating System Security PCTC
- ✓ Certified Ethical Hacker Course (CEH)-NIB -Network Intrusion Basics DCITA
- ✓ INCH – Introduction to networks and computer hardware DCITA
- ✓ USAF Cyber 100 – Cyber Operations Fundamentals Course
- ✓ USAF Cyber 200 - Joint Intermediate Cyber Operations
- ✓ USAF Cyber 300 - Joint Advanced Cyber Operations
- ✓ NCCIC DHS –Incident Response Collaboration with National Guard
- ✓ Joint Cyber Operations Planning Course – Cyber response integration
- ✓ NSA trained on Ghidra and Reverse Engineering/Vulnerability Analysis



Appendix B: Team Resumes

(Ordered By Company Name Alphabetically (after Barich), then by Staff Last Name)

Frank Barich - Barich, Inc.....	93
David DiMaria - Barich, Inc.....	94
Alberto Florez - Barich, Inc.....	95
Samuel Ingalls - Barich, Inc.....	96
Peter Longoria - Barich, Inc.....	97
Rob Linstrum - Barich, Inc.	98
Ted Melnik - Barich, Inc.	99
Dominic Nessi - Barich, Inc.	100
IJ Oke - Barich, Inc.	101
Justin Phy - Barich, Inc.....	102
Ewan Rafferty - Barich, Inc.....	103
Cary Reif - Barich, Inc.....	104
Leslie F. Ruiz - Barich, Inc.	105
Alisha Verduzco - Barich, Inc.....	106
Cally Whitt - Barich, Inc.	106
Marty Wilson - Barich, Inc.....	107
Tyler Wilson - Barich, Inc.....	108
Richard Almario - AceApplications	109
Courtney Powell - AceApplications.....	110
Bernard Staco - AceApplications	111
Sonu Thumar - AceApplications	113
Ashok Gupta - AST.....	114
Dileep Narayanan - AST	115
Manish Jhunhunwala - AST	116
Smarajit Pramanick - AST	117
Gayathri Prasad - AST.....	118
Abhijit Sarkar - AST.....	119
David Kipp - Burns.....	120
Robert Pringle - Burns	121
Gregory Spence - Burns	122
Carolyn Binder – Carolyn Binder CPA, LLC.....	123
Orlando Suero - CNP	124
Chris Vadnais - CNP.....	125
Sean Cusson - Del Ray Solutions.	126
Neil Hahn - Hahn Integrated Systems.....	127
Garry White - Hahn Integrated Systems	128
Bert Dijk - M2P	129
Lance Ferrell - M2P.....	130
Andreas Haefner - M2P	131
John Pratt - Pattern Labs.....	132
John Klingner - Pattern Labs.....	133
Bob Logan - Rockport Software	134
Richard Todd - Rockport Software	135
Andy Johnson - Rockport Software	136
Chad Fotta - ServiceTec	137
Tatyana James - ServiceTec.....	138
Luis Zaya - ServiceTec.....	139
Joseph Hall - TriOrb.....	140



Kamel Yachefoune - TriOrb..... 141

Jonathan Kilpatrick - Trulight.....142

Aaron Rosenmund - Trulight.....143



Frank Barich

Principal Consultant



[Back to TOC](#)

barich

Frank Barich is founder and President of Barich, Inc., with over 30 years of experience in performing engineering design, research & analysis, project management, and strategic planning services in the petrochemical, private, and aviation industries. During this time, he has helped to advance North American airport initiatives in key strategic areas. Frank actively works with industry associations and research organizations that contribute to the furtherance of the aviation industry. Most recently, Frank was nominated to serve as one of two individuals representing IT on the recently formed ACI-NA Airport Industry Recovery Advisory Panel (AIRAP). This panel is developing and recommending airport response solutions to the ongoing pandemic. In addition to the AIRAP, Frank is leading or participates in the following industry initiatives, aimed at improving business recovery and furthering the deployment of innovative technologies:

- ACI-NA BIT Steering Committee Member
- ACI-NA AIRAP member representing Business Information Technology
- ACI-NA Chair of Virtual Queuing Working Group
- ACI-NA Airport COVID-19 Facility Adaptation Expert Group member
- ACI-NA Long-Term Adaptation Working Group member for HVAC and Special Systems
- ACI-NA Long-Term Adaptation Working Group member for Departure and Arrival Halls
- IATA OneID Expert Group member
- ACRP Chair of Panel for the Airport Biometrics Primer research project
- ACI World Airport Community Recommended Information Services (ACRIS) WG Member

Education

The University of New Mexico, 1984 -
Bachelor's Degree in Mechanical
Engineering

Registrations/Licenses

Professional Engineer (P.E.),
Registered in Texas (currently
inactive), #74913, Since 1993

Years of Experience: 30+

In Aviation-related Projects: 30+

HIGHLIGHTED PROJECT EXPERIENCE

- Los Angeles World Airports, Virtual Queueing Feasibility Study, 2023
- San Diego County Regional Airport Authority, San Diego International Airport, Information Technology Strategic Plan (ITSP) (2016-2018)
- Greater Orlando Aviation Authority, Orlando International Airport, South Terminal Complex Passenger Processing Design, Construction Administration (2015-2022)
- City of Phoenix, Phoenix Sky Harbor International Airport, Phoenix, AZ, On Call Consulting and IT Master Planning (1999-present)
- National Safe Skies, Washington, DC, PARAS 0003, Guidebook for Enhancing Communication and Collaboration among Stakeholders (2017)
- Airport Cooperative Research Program (ACRP) Project 11-02 Task 41, "Toward a Touchless Airport Journey," Washington, D.C.
- Greater Toronto Airports Authority – Subject Matter Expert (SME) for the Resource Allocation, Database, and EVIDS Design and Installation Project
- San Francisco International Airport – International Terminal Special Systems Management Services, San Francisco, CA – Project Manager
- ACRP 04-11, Guidebook for Integrating GIS into Emergency Management at Airports, Washington, DC – Principal Investigator





David DiMaria

Principal Consultant



Mr. David DiMaria is a Principal Consultant for Barich, Inc. with over 30 years of experience in airport operations, emergency management, communications, management, and public safety. He is a prior operations and security executive from Wayne County Airport Authority. He has steered multiple projects from concept to implementation, including system integration, staff plans, policies, and procedures. David's strength is in his ability to analyze problems, and through collaboration, develop solutions and a systematic approach to success. He is experienced in improving operational readiness through partnering with local, county, and federal agencies, and corporate and non-profit groups. He is a recognized Professional Emergency Manager (PEM) and is recognized by AAAE as a Certified Member and ACE Operations.

RECENT PROJECT EXPERIENCE

Barich, Inc. (Jan. 2018–Present)

DFW Integrated Operations Center | *Senior Consultant and SME* – See the [project reference](#) provided earlier.

Metropolitan Airports Commission Common Use Report and RMS Findings, *Principal Consultant and Engagement Manager* – Working closely with MSP IT staff, David ensured that the client's end goals were met in developing the Common Use and RMS findings report to guide them in selecting the best system for their operations.

Orlando Airport – South Terminal Project – Virtual Ramp Control Procurement | *Senior Consultant*, In support of the procurement process to design and build a Virtual Ramp Control Center (VRC) as part of the South Terminal Project, David support Barich Inc's contract to provide the initial market discovery, basis of design, market assessment and budgeting. Working with the project team and SME, David supported identifying the technical items associated with camera technology and display technology, proposed camera sightlines, and assessing the systems currently on the market and their applicability to the MCO project.

San Diego Airport IT Strategic Plan Implementation | *Senior Consultant* – The objective of the project was to develop implementation plans for nine (9) recommendations from the IT Strategic Plan that Barich Inc. produced. The implementation plans included identifying the vision and benefits for the recommendation, including a cost-benefit analysis, project budget and schedule, and interdependencies between the plans. Both individual and combined project schedules were developed to allow the airport to phase in components of the plan to meet budgetary needs.

Wayne County Airport Authority (1986 - 2017) | *Relevant projects:*

Airport and Airfield Operations; Combined Dispatch and Emergency Operations Center; Everbridge (Mass Communications) integration; Regional Critical Infrastructure Planning

Education and Certifications

- AAAE – Certified ACE Operations, 2017
- AAAE – Loretta Scott Accreditation/Certification Academy, 2011 - Certified Manager
- State of Michigan – Licensed Airport Manager, 2009
- State of Michigan – State Police Homeland Security/Emergency Management Training 2006 - Professional Emergency Manager
- Wayne County Regional Police Academy, Garden City, MI, 2003 - Certified State of Michigan Law Enforcement Officer
- Eastern Michigan University, Ypsilanti, MI, 1997 - B.S., Aviation Management.

Years of Experience: 30+
In Aviation-related Projects: 30+





Alberto Florez

Independent Senior Consultant



Alberto is a multilingual Senior Systems Engineer with over 20 years of extensive program management experience. A seasoned expert in business analysis, process reengineering, and enterprise architecture. His focus is on optimizing airport operations, security and IT management while balancing customer experience and sustainability.

RECENT PROJECT EXPERIENCE

XPL – Palmerola, Senior Airport Consultant | Honduras – I provide expertise and guidance in ICT, BHS and Security to support the construction team for the new Palmerola International Airport.

BDA – ORAT, Senior Airport Consultant | Bermuda – Operational Readiness and Airport Transfer (ORAT) activities for the new terminal at L.F. Wade International Airport.

YYZ – Baggage 2025, Senior Consultant | Canada – Served as both Program Manager & Senior Consultant for the Baggage 2025 Master. The project involved two key components: updating part of the BHS infrastructure and designing a common platform for a multi-vendor software environment (LLC & HLC). The objectives were to centralize operations, reduce cost, improve reporting, and improve customer experience.

MCO – AMS Replacement, SME | USA – The project consisted in the replacement of the Airport Management System for Orlando International Airport, which included integration with other airport technologies and systems, such as Billing Systems, BHS, and Flight Information Systems.

EWB – New Terminal 1, Senior Airport Consultant | USA – The project covered all activities from conception to opening of the new Terminal A at Newark Liberty International Airport.

JFK – New Terminal 1, Senior Airport Consultant | USA – Technical support and bidding preparation for the design, construction, and operation of the new Terminal 1 at JFK airport.

IST – Turkish Airlines ORAT, Senior Airport Consultant | Turkey – Operational Readiness and Airport Transfer (ORAT) activities for the relocation of Hub Operations for Turkish Airlines (TK) from Ataturk Airport to the Istanbul New Airport (INA)

PetroPeru's Sea-Ports Improvement, Senior Consultant | Peru – PetroPeru is a Peruvian state-owned petroleum company that engaged in improvement projects in all their sea ports and refineries in Peru. We assessed the project execution and the technical alignment between the government and the investors, ensuring the project met PetroPeru's goals and objectives.

Multiple Projects, Project Manager | Canada – Multiple projects for the BHS and Screening systems at YYZ for the Greater Toronto Airport Authority (GTAA).

Education

EADA | Spain Master, Operations.

Centrum Católica | Peru, Master, IT Management.

USMP University | Peru Professional Engineering Degree in System and Computer Engineering.

USMP University | Peru Bachelor of Science, Major in Systems Engineering.

Years with Firm: Alberto has been an Independent Contractor for Barich, Inc. for several years.





Samuel G. Ingalls, IAP, A.A.E.
Principal Consultant



Samuel G. Ingalls is a Principal Consultant for Barich, Inc. with over 30 years of experience in the aviation industry. Samuel recently retired as the Assistant Director of Aviation, Information Systems for Las Vegas McCarran International Airport (LAS), serving the Clark County Department of Aviation (Department) for more than 30 years. He has worked in a variety of roles throughout his career, including several years in the Business group, working closely with air carriers and all other business entities on contractual matters.

During his tenure with the Department, Samuel led the efforts to implement many innovations, building a strategic and tactical knowledge of virtually all airport-based technology systems. He also played a leadership role in the industry with work on behalf of ACI (including chairing the Business Information Technology (BIT) Committee three separate times), IATA, and Airlines for America (A4A). He initially led LAS to become the only major hub airport in the US that is 100% common use, and he continued to drive improvement in the common use space. Samuel was the first airport representative elected to lead an airline standard-setting committee, as he oversaw the comprehensive IATA and A4A rewrite of the common use ("CUPPS") standard.

Samuel also worked to innovate the baggage handling and tracking side of the business, playing a key role in setting the standard for RFID chips in bag tags and successfully implementing the technology. Samuel led the airport's early adoption of complimentary Wi-Fi for the customers and operational Wi-Fi on the ramp and in the terminal. He further worked with the Transportation Network Companies (Uber and Lyft) and other technology providers to implement a geo-fenced system that helped manage these operations, which were new to the airport environment. Samuel also worked with federal partners on innovation programs, such as CBP on biometrics and the TSA on many programs, including a ground-breaking partnership for the TSA "Innovation Checkpoint."

In his time with Barich, Inc., Samuel has served on the following projects:

- Reno-Tahoe Airport Authority, IT Master Plan, *Principal-In-Charge*
- Reno-Tahoe Airport Authority, Common Use Consulting, *Principal Consultant*
- John Wayne Airport, Common Use Planning and System Replacement Consulting, *Principal Consultant*
- ACRP Project 03-52, "Guidelines for Adapting and Managing Airport Common Use Programs," *Principal Investigator*
- Los Angeles World Airports, Wireless Strategy Consulting, *Principal Consultant*
- King Abdulaziz International Airport, Network and all technical systems and systems: RFP Package Consulting Services, Jeddah, Saudi Arabia, *Principal Consultant*
- ACRP Project 01-47, "Developing a Culture of Innovation at Airports," *Subject Matter Expert*

Education

Bachelor's Degree, Aviation Business Administration, Embry Riddle Aeronautical University

California State University, Fresno, Civil Engineering Studies

Registrations/Licenses

Accredited Airport Executive (A.A.E.) by the American Association of Airport Executives

International Airport Professional (I.A.P.) by the International Civil Aviation Organization and Airports Council International (ACI)

Awards and Honors

Computerworld-Smithsonian Laureate for innovation in the transportation industry

Years of Experience: 30+
In Aviation-related Projects: 30+





Peter Longoria

Principal Consultant

[Back to TOC](#)



Mr. Peter Longoria is a Principal Consultant for Barich, Inc. (since 2002) with over 21 years of experience in airport communications technology, and he is a BICSI Registered Communications Distribution Designer (RCDD). He excels at working with stakeholders from throughout a business to identify their business needs and requirements, and to correlate them to technology and system planning, integration requirements, and implementation. He has led and co-authored master and strategic plans, a digital transformation plan, construction project programming plans, numerous technology assessments and guidance documents, and ACRP research publications. Peter has extensive experience in the implementation of technology as standalone or large construction projects, and he has served as a multi-disciplinary design team lead, construction administrator, assessment lead, and owner's representative on multiple projects. He has also served in a program management role for physical security related projects.

Education: Bachelor of Science in Mechanical Engineering, 1998, Texas A&M

Registrations/Licenses

Registered Communications Distribution Designer (RCDD), 2005

Years with Firm: 21

RELEVANT PROJECT EXAMPLES

Reno-Tahoe Airport Authority, IT Master Plan / Digital Transformation Plan –

Peter recently served as the Technical Lead for designing and developing a 5-year IT master plan for the Reno-Tahoe Airport Authority (RTAA). Starting as a plan for the IT department, it grew into a Digital Transformation Plan for the whole RTAA to address the significant business changes and challenges of the organization. It provides IT project recommendations, IT department staffing and organizational recommendations, and RTAA organizational programs and process improvements.

Los Angeles World Airports, Wireless Strategy Consulting – As Senior Consultant, Peter is supporting LAWA's effort to develop an RFP and subsequent vendor managed services contract for all wireless services. This will begin after the expiration of the current Wi-Fi contract, expanding the scope to include all manner of wireless communications technology (Wi-Fi, private cellular network (CBRS), DAS, etc.).

San Diego International Airport, IT Asset Inventory Project – Peter completed an inventory of the IT software applications and services of each Department and illustrated the flow of information in/out of the SAN network and applications.

Orlando International Airport, Airport IT & Data Assessment, Orlando, FL – Peter served as the Senior Project Manager and provided consulting services to assess the business's data sharing inventory/modeling approach against their requirements to improve customer experience and operational efficiency.

Additional relevant projects:

- George Bush Intercontinental Airport (IAH), 5G Readiness Plan, *Senior Consultant*
- BUR, IT Infrastructure Planning and On-Call IT Consulting | *Senior Consultant*
- PHX, IT Strategic Plan, *Technical Lead*
- SFO, Terminal 2, Boarding Area D Redevelopment, Project Engineer
- SAT, IT Infrastructure Modernization Project, Design Coordinator, Construction Administrator, Telecom Design Oversight





Rob Linstrum

Analyst, Graphic Design and Technical Writer



[Back to TOC](#)

barich

PROFILE

Rob Linstrum has over 7 years of experience in research analysis, technical writing, and graphic & layout design in the aviation industry. Since 2016, Rob has provided these services for several high-profile Barich, Inc projects and proposals. Rob recently performed this role on the research team for *ACRP WebResource 8: Integrating Social Media with Emergency Management*, as well as four soon-to-be-published ACRP projects (03-52, 01-47, 11-02/T37, and 11-02/T41). His services on these projects greatly improved the practicality of the guidance. Other project examples include the Digital Transformation Plan for the Reno-Tahoe Aviation Authority and research & concept development work related to the Orlando International Airport South Terminal Complex design project. Rob has a bachelor's degree in graphic design and experience working in professional organizations that provide graphic, web, and video development services.

HIGHER EDUCATION

Bachelor of Science in Graphic Design, Pensacola Christian College, Pensacola, FL

EXPERIENCE

Barich, Inc., Chandler, AZ, Business Development Manager & Project Analyst

Orlando International Airport | Research and Concept Development + South Terminal Complex Passenger Processing Technologies Design Project, Project Analyst & Deliverables Producer

Rob initially supported this project in 2016–17 by developing multiple sets of graphics and client presentations to ensure the quality of our company deliverables. Leading into the construction administration phase, Barich, Inc. was retained to track emerging technologies and other innovations that could impact the new terminal, as well as the airport as a whole. Throughout these initiatives, Rob has supported many concept development efforts, such as mapping and evaluating innovations along the passenger journey. His work has continued into 2023 with supporting the research and concept development work.

Other Projects as Project Analyst & Deliverables Producer

- ACRP Project 07-21, “Exploring Private Wireless Networks for the Aviation Industry”
- ACRP 11-02 Task 37, “Periodic Report on Transformative Technology at Airports” – supported deliverables preparation and research for topics including 5G, internet of things, autonomous vehicles, robotics, and other emerging technologies.
- ACRP Project 03-52, “Guidelines for Adapting and Managing Airport Common Use Programs”
- ACRP Project 01-47, “A Guide to Developing a Culture of Innovation at Airports”
- *ACRP WebResource 8: Integrating Social Media with Emergency Management*
- Reno Tahoe Airport Authority | Digital Transformation Plan
- San Diego International Airport | IT Strategic Plan
- Phoenix Sky Harbor International Airport | IT Strategic Plan





Ted Melnik

Project Manager, Principal Consultant, and
Vice President Operations

Ted Melnik is a Principal Consultant with Barich Inc. with over 38 years of experience in Information Technology and applications development. Over the past 18 years, he has specialized in airports, managing a project management office (PMO) and many specific implementations of applications of airport systems. Ted has also provided IT master planning, advisory services, RFP development, research, airport operations consulting, security business continuity, and construction management services. He specializes in working with airport clients to draw out requirements and ensure a comprehensive reflection of the needs of the entire organization included.

RECENT PROJECT EXPERIENCE

Greater Orlando Aviation Authority, South Terminal C IT Coordinator, 2019–Present (role described earlier in proposal)

Dallas Ft. Worth Airport, 2016–2019

As a Senior IT Project Manager, Ted reported to the DFW ITSD Project Management Office and worked on the following two major projects while at DFW. First, he served as Project Manager for a system to automate workflows to initiate a construction project (Appian based). The second project was developing detailed requirements for the overhaul of the Oracle Primavera construction management system to be done by Oracle Consulting. During these two projects, Ted worked on several smaller projects including an RFP for construction permitting, an RFP for resource management, and a parking receivables system. In the initial stages, Ted attended the senior management staff meetings, then transitioned to project execution.

IT Strategic Plan, San Diego International Airport, 2017 – Ted provided consulting services to meet with airport stakeholders and synthesize the information gathered for delivery of the first phase of the IT Strategic Plan.

Phoenix Sky Harbor International Airport. 2005–2016

Ted was the Program Manager for the Technology Division's PMO. During his tenure with the airport, he was involved with most technology projects, in addition to managing the activities of full time Project Managers, Project Coordinators, and Business Analysts. He also managed consultants called in for specific assignments. Highlighted projects include the following:

- City of Phoenix eCommerce Policy Recommendations
- Shared Services Report
- PHX Ground Transportation Policy
- Paging System Upgrade
- 2015 Information Technology Master Plan
- 2009 Information Technology Master Plan
- Work Order Mobile Dispatch
- Parking Accounts Receivable
- Technology Project Management Standards
- Geographic Information System



[Back to TOC](#)

barich

Education and Certifications

• Arizona State University, Post Baccalaureate Accounting, 2007

• Concordia University, Master of Business Administration, 1993

• PMI Certified PMP #1536781

Program/project management for aviation related projects – 18 years

Senior consulting level involvement
Aviation organization, associations and committee – 9 years





Dominic Nessi

Independent Consultant | Cybersecurity Consultant

Dominic Nessi is the former CIO at Los Angeles World Airports with experience managing physical and cybersecurity operations at Los Angeles International Airport (LAX) and Ontario International Airport (ONT). Mr. Nessi has been a CISSP from (ISC)2 since 2003 and served on the (ISC)2 North American Advisory Council from 2010 – 2017. He is also a SANS GLC. He was a participant in Harvard's first cybersecurity professional certification course in 2014 and has completed a number of courses in cybersecurity from Texas A&M.

Mr. Nessi works closely with Airports Council International (ACI) in the development of an IT cybersecurity benchmark tool based on ISO 27002 which will be used by Airports globally. Mr. Nessi is a globally known trainer in cybersecurity and has taught the first cybersecurity classes in countries such as Papua New Guinea and Fiji and has conducted cybersecurity seminars on every continent and Oceania, except Antarctica. He frequently represents the airport community at global conferences and meetings, including those sponsored by the United Nations (ICAO). Mr. Nessi has consulted on cybersecurity with numerous airports and other organizations globally.

Mr. Nessi has completed writing a Safe Skies Alliance handbook which provides guidance on how to protect vital security information technology systems from a cyber and physical perspective. He also was the primary author of ICAO's Doc 8973 – Airport Security Manual – Chapter 18 – Cyber Threats to Critical Aviation and Communication Technology Systems which was published in 2017.

Prior to his appointment at LAWA, Nessi served as the first CIO of the U.S. National Park Service (NPS) from 2001 through 2007. In this role, he was responsible for all information technology and information management matters throughout the 400 plus National Park units.

Nessi served as chief information officer of the Department of the Interior's Office of Indian Affairs from 1998 to 2001, overseeing the development of a critical and challenging system initiative in the federal government dealing with complex Indian land trust issues.



Education

Certificate Cybersecurity Intersection of Policy and Technology, Harvard University
Cyber Security Studies, Texas A&M

Master's Certificate in Applied Project Management, Villanova University

Masters in Public Administration, University of Colorado, Denver, CO; Special Emphasis – Public Policy

Bachelor of Science – Computer Science, Roosevelt University, Chicago, IL

Bachelor of Arts – Political Science, Northern Illinois University, DeKalb, IL; Special Emphasis – Urban Studies

Professional Designations and Certifications

CM – Certified Manager – American Association of Airport Executives – since 2010

CISSP - Certified Information Security Systems Professional – since 2003 – (ISC)²

GSLC - Global Leadership Systems Certification – since 2004 – SANS

PMP - Certified Project Manager – since 2004 – Project Management Institute

CAP - Certification and Accreditation Manager 2007 - 2011– (ISC)²

CGEIT - Certified in the Governance of Enterprise IT – since 2009 – ISACA

Years with Firm: Dom is an Independent Contractor for Barich, Inc. We have served on projects together since 2016.





IJ Oke

Talent Acquisition

Ijeoma Okebugwu, "IJ", is the Human Resources Manager for Barich, Inc. Her experience is in HR and Recruiting, specializing in finding excellent talent and managing client relationships. She handles sensitive information with discretion and efficiently balances multiple priorities. IJ is also an excellent communicator, able to resolve conflicts and negotiate positive outcomes. Her role focuses on performance management, training and development, organizational culture, employee relations, benefits administration, staffing, and HR strategic planning.



Education

Ashford University – Master's Degree,
Health Care Administration (2014)

Oakland University – Bachelor's
Degree, Psychology (2009)

Years with Firm: 5





Justin Phy

President & Principal Consultant



Education

Texas A&M University -
Bachelor of Business
Administration in Business
Analysis and Management
Information Systems, 1998

Justin Phy is a Principal Consultant and Co-founder of Barich, Inc. (since 2001) with over 23 years of experience providing aviation technology planning and project management services. He has served airports including SAT, Raleigh-Durham, Aéroports de Montréal, Toronto, Key West, PHX, PBI, T.F. Green (Rhode Island), SDF, TUS, SAN, and OAK. He has also conducted business and operational assessments and case studies in over 30 airports globally. Justin specializes in identifying and understanding airport business needs and applying technology planning solutions appropriately. In addition to his airport consulting experience, Justin maintains active involvement in the aviation industry through the ACRP, for whom he has co-authored seven published ACRP Reference Guides and recently served as an ACRP Ambassador.

RELEVANT PROJECT EXAMPLES

San Antonio Aviation Department, On-Call IT and Security Planning and Program Management Services

Justin served as the Program Lead for this contract and on the following example projects:

- San Antonio International Airport (SAT) TSA OTA, *Program Manager* – Justin was responsible for the successful completion of a \$5 million program to implement a new Video Management System and deploy hundreds of new cameras within the terminals and on the airfield. He also served as a liaison between the City of San Antonio Aviation Department and IT Services Department to ensure effective communication and collaboration.
- Common Use Requirements Development and Solicitation Support, *Sr. Consultant*
In this role, Justin led a team of consultants in development of a set of common use functional requirements. He supported the solicitation process as a technical advisor and provided high-level stakeholder coordination and issue resolution during the implementation.

John Wayne Airport, Common Use Planning and System Replacement Consulting

Justin Phy is the Project Manager & Principal Consultant for this project to plan for the future of common use and support the replacement of the airport's core common use enabling systems. Justin is leading the project team's efforts to uncover business requirements, align with the airport's strategy, develop a common use strategy/program, prepare RFPs for core common use systems, support services, infrastructure, and signage/wayfinding/video walls, and provide expertise through the solicitation process.

National Academy of Science - Airport Cooperative Research Program

- Project 03-52, Adapting and Managing Airport Common Use Programs, Lead Researcher
- Project 01-47, Developing a Culture of Innovation at Airports, Principal Investigator
- Project 11-02 / 37, Transformative Technologies at Airports, Principal Investigator
- Report 136, Implementing Integrated Self-Service at Airports, Principal Investigator
- Report 128, Alternative IT Delivery Methods at Small Airports, Principal Investigator
- Report 88, Integrating GIS into Emergency Management at Airports, Sr. Researcher
- Report 41, Decision-Making Tool for Evaluating Passenger Self-tagging, Sr. Researcher
- Report 30, Understanding Common-Use Approaches at Airports, Researcher





Ewan Rafferty

Business Analysis and Cybersecurity Support



Education

Michigan Technological University
– Bachelor of Science In
Management information Systems

Years with Firm: 1

Ewan Rafferty is a Business Analyst for Barich, Inc. with over three years of experience in business analysis. Ewan's experience in business analysis extends from researching and gathering requirements for large application implementation to documenting processes and creating process flow diagrams. He has also handled continued application development support, writing user stories and prioritizing them to development teams for software that was made or managed in-house. He also has four years of experience in the technical side of IT, having managed and maintained IT systems while completing his studies in software engineering, cybersecurity, and the management of information systems. With this technical experience, Ewan understands both the business and technical sides of problems, and he can better differentiate the nuances that accompany preparing one solution for different stakeholders.

RELEVANT PROJECT EXAMPLES

Los Angeles World Airports, Virtual Queuing Feasibility Study – See [“j\) Planning”](#) for a description.

Greater Orlando Aviation Authority, Biometric Passenger Experience Pilot, Orlando, FL

As a Business Analyst, Ewan has supported Barich, Inc.'s program development of a biometric passenger experience pilot. Ewan has gathered user requirements, developed questions to ask stakeholders, and created accompanying documents and presentations. He has also assisted with the creation of a cybersecurity trust framework outline for the project. In this framework, certain criteria and standards were based on NIST compliancy documents and assembled to create a document whereby all parties agreeing to meet the criteria would have confidence in sharing sensitive data between systems.

Phoenix Sky Harbor, Passenger Public Address System Replacement, Phoenix AZ

Ewan has supported this project as a Business Analyst, focused on the collection of requirements for the new system and creating a requirements matrix.

Minneapolis-St. Paul International Airport, Common Use Passenger Processing System Solicitation, Minneapolis MN

Ewan has supported this project as a Business Analyst, providing client and vendor outreach, document creation and review, requirements gathering and organization, and document upkeep.

Experience prior to Barich, Inc.:

CCI SYSTEMS, Business Analyst, 2020–2022 – Worked as a liaison between business management, the various development teams, and subject matter experts to support changes to processes, policies, and systems.

Michigan Technological University, Tier 1 Operation Technician, 2017–2020 – Provided software and hardware support and services, crafted documentation, and supported cybersecurity practices such as penetration testing, camera testing, and hardware assessments.





Cary Reif, PMP

Consultant and Project Manager



Certification

Project Management Professional
Certification (PMP)

Years of Experience: 16
In Aviation-related Projects: 16

Mr. Reif is a Project Manager and Consultant at Barich, Inc. (since 2007) with over 16 years of experience providing planning and project management services to the aviation industry. Cary has conducted business and operational assessments and case studies at several U.S. airports, specializing both in identifying & understanding airport operational needs as they relate to facilitating the passenger experience, and in providing appropriate strategic solutions based on the current capabilities and future direction of technology. He has provided expertise to airports including Palm Beach, Raleigh-Durham, John Wayne, Tucson, Phoenix Sky Harbor, San Antonio, Phoenix-Mesa Gateway, Orlando Airport, and San Diego.

Cary is experienced in the technologies and functionality of the common use environment for airports, including resource management systems. He has been instrumental in implementing technology projects for many airports. These include common use passenger processing systems, resource management systems, modules of a geographical information system (GIS), an incident management system, Automated Passport Control (APC) kiosks, dynamic signage and flight information displays, as well as a noise and flight track monitoring system.

RELEVANT PROJECT EXPERIENCE

John Wayne Airport, Common Use Planning and System Replacement Consulting, Santa Ana, CA, Consultant

Cary Reif is a Consultant for this project to plan for the future of common use and support the replacement of the airport's core common use enabling systems, including dynamic signage.

Phoenix Sky Harbor International Airport, Public Address System, Phoenix, AZ Project Manager

Cary is currently serving as the owner's representative project manager on a project to replace the Public Address system at PHX. Cary has worked with the technology SME and other team members to develop specifications and the scope of work section for the soon-to-be-released request for proposals.

San Diego County Airport Authority, Design Review Services, San Diego, CA Consultant / Business Analyst

Cary is currently serving as a design reviewer for the drawings and specifications for the new Terminal 1 design efforts at San Diego International Airport (SAN). Cary is responsible for reviewing all the technologies being planned for the new Terminal, and A-VDGS is one of the technologies represented and under review.

Greater Orlando Airport Authority, South Terminal Design Services and Self-Bag Drop Review through Construction Administration, Orlando, FL, Consultant

Minneapolis St. Paul International Airport, Common Use and RMS Review and Consulting Services, Minneapolis, MN, Project Manager

San Antonio Airport System, Common Use Feasibility Study, San Antonio, TX

Palm Beach International Airport, Common Use Implementation, Palm Beach, FL Project Manager / Consultant





Leslie F. Ruiz

Senior Business Analyst



[Back to TOC](#)

barich

Education

Auburn University - Masters
Certificate in Business Analysis

Colorado State University -
Bachelor of Science in Computer
Science

Years of Experience: 20+

Leslie Ruiz is skilled in working with stakeholders to understand the structure, operations, and processes of an organization. She serves as the business relationship link between all level business units, IT, and outside vendors to define needs and recommend solutions to enable change. In the airport industry, Leslie has completed several projects on improving a passenger's overall travel experience beginning with airport arrival through departure. She is co-author of *ACRP Research Report 241: Toward a Touchless Airport Journey*, as well as the white paper: "Enhancing the Passenger Experience through an Integrated Approach to Self-Service Opportunities."

Leslie also recently supported the testing phase of Barich, Inc.'s work to innovate in the passenger processing space for the first phase of Orlando International Airport's South Terminal Complex. Leslie is a subject matter expert in Resource Management Systems and Airport Operational Databases, bringing a strong understanding of airport operational data and the need to provide that data to systems and stakeholders across the organization. As an active member of the Airports Council International (ACI) Aviation Community Recommended Information Services (ACRIS) Working Group, she is assisting in business requirements and use case development.

HIGHLIGHTED EXPERIENCE

The following highlights a few Leslie's most relevant projects:

- Minneapolis-St. Paul International Airport (MSP), Common Use Phase 1: Resource Management System (RMS) and Airport Operational Database (AODB) Recommendation Report, Minneapolis, MN
- Phoenix Sky Harbor International Airport, Passenger Flow and Operational Optimization, Phoenix, AZ
- Greater Orlando Aviation Authority, South Airport Terminal C, Phase 1, Orlando, FL
- Greater Orlando Aviation Authority, Resource Management System (RMS) and Airport Operational Database (AODB) Replacement, Orlando, FL
- Dallas Fort Worth International Airport, Visualizations for the Integrated Operations Center (IOC), DFW Airport, TX
- Airport Cooperative Research Program (ACRP) Project 11-02 Task 41, "Toward a Touchless Airport Journey," Washington, D.C.





Alisha Verduzco

Project Administrator

Alisha Verduzco is the Business Administrator for Barich Inc. She currently works closely with Barich Project Managers, clients, and subconsultants on monthly invoicing, contracts, and other administrative needs. Prior to joining Barich Inc., Alisha worked as a Product Developer for four years, specializing in private label products. She worked closely with overseas factories and Buyer's on predicting footwear fashion trends and running financial analysis reports.



Education

- Texas State University – San Marcos, Texas Bachelor of Science in Family and Consumer Sciences– August 2012 Major: Fashion Merchandising Minor: Business Administration

- Victoria College - Victoria, Texas – Associates of Arts in Computer Graphics Design - May 2010

Years with Firm: 1



Cally Whitt

Contract Administrator

Ms. Cally Whitt is the Vice President of Corporate Administration for Barich, Inc. and is responsible for the management and improvement of existing administrative systems to ensure corporate functions are performed efficiently and effectively. Cally prepares and manages all Barich, Inc. contracts with the highest level of professionalism and proficiency. Additionally, she manages the development, implementation, and training for new administrative systems and personnel and manages and oversees the administrative functions of the company and company executives.



Education: Texas A&M University, College Station, TX Bachelor's Degree in Kinesiology: Motor Behavior

Years with Firm: 8





Marty Wilson

Internal PMO | Senior Project Manager and Consultant



Mr. Marty Wilson is a Sr Consultant at Barich Inc. with over 30 years of experience in IT Project/Program management across diverse GE businesses in aviation, engine services, factory automation, and financial services. His most recent position was at Honeywell Aerospace as a Lead Enterprise Architect and Scrum Master for the Aerospace Connectivity Services. Mr. Wilson has extensive experience in IT Leadership, PMO, VMO, strategic planning, quality initiatives, and establishing strong business partnerships. His role at Barich focuses on strategic planning and providing guidance on technology solutions and project management.

EXPERIENCE

Barich, Inc., June 2018–Present

Project Manager – LAWA VQ Feasibility Study – See [“J Planning”](#) for a description.

Senior Consultant – City of Phoenix (COP) ITS PMO Assessment Project – Project lead for the COP PMO Assessment and Strategic Roadmap initiative to analyze the current PMO environment and prepare a Best Practices and Recommendations Report.

PMO Leader – PHX Aviation Technology PMO Team Lead

- Program manager that led the PHX Aviation PMO team to efficiently manage the project portfolio of 15 projects with an estimated budget of 5 M. Acted as strategic liaison for the Technology department with several key business stakeholders.
- Project Manager for 4 projects that were successfully deployed into production. Key projects were the AX Parking Revenue Management Migration and Locus Labs Interactive Maps.

Senior Consultant – GOAA Data Analytics and Reporting Project – Project lead for the data analytics and reporting initiative which provided the GOAA operations team with real-time visibility to their daily airport status operations.

Senior Consultant – Phoenix IT Strategic Plan – Provided strategic direction and solution recommendations for the Phoenix Sky Harbor Airport Technology Department to ensure alignment of business goals and objectives with the Aviation Department and the City of Phoenix. This plan includes a strategic roadmap with technology recommendations based on current industry trends and significant airport experience in strategic planning.

Project Manager – GOAA Airport Integrated Data Broker Integration Project – Provided oversight and management of the subcontracted resources, ensuring overall quality assurance, and providing monthly status reporting to the client.

Honeywell Aerospace, Phoenix, Arizona, 2017–2018

Lead Enterprise Architect – Services & Connectivity

GE Capital Corporate, Scottsdale, Arizona, 2014 – 2017

Senior Manager – Strategic Initiatives

Education

- University of Cincinnati - Worked towards Master of Science - Aerospace Engineering, 1989-1991
- Miami University - Bachelor of Science – Engineering Physics, 1980-1984

Certifications

Six Sigma Green Belt, PMP, Agile Scrum Master

Years of Experience: 30+
In Aviation-related Projects:





Tyler Wilson
Systems Analyst



Tyler Wilson is a Systems Analyst at Barich and provides research and analysis for many projects as well as internal research on emerging technologies. Tyler is currently the lead researcher and PM for ACRP 11-02, T37, “Periodic Publication on Transformative Technology at Airports.” He recently was part of the Barich team that worked with MSP to procure and implement a new RMS/AODB system. He was also involved in the development of the Reno-Tahoe IT Master Plan/Digital Transformation Plan.

RELEVANT PROJECT EXPERIENCE

ACRP 1102 T37, Periodic Report on Transformative Technology at Airports, 2019-present *Lead Researcher*

Conducts research into transformative technologies and their application to the airport environment. Helped to create an innovation site to gather technology research. Then worked with a team to craft a report detailing the different transformative technologies, their current use status, and their level of impact to an airport operator. Additionally, he conducts interviews with solution providers, industry leaders, and airport stakeholders to produce content for the project.

Reno-Tahoe Airport Authority, IT Master Plan / Digital Transformation Plan, 2021-2022, Analyst – Tyler assisted on the IT Master Plan/DTP development. He participated in stakeholder interviews and was responsible for developing an internal database of the collected findings, analysis, and recommendations

Minneapolis-St. Paul International Airport (MSP), Common Use Phase 1: Resource Management System (RMS) and Airport Operational Database (AODB)

Recommendation Report, 2021-2023 Analyst – Tyler worked to help MSP identify requirements for and procure a Resource Management System (RMS) and Airport Operational Database (AODB). He participated in stakeholder meetings and helped to craft procurement requirements and produce aid materials for the MSP team on continued use of the new system. He also helped to create draft report templates that were used by the vendor in the final report development.

ACRP 0423, Social Media Guidebook for Emergency Management, 2019

Researcher/Intern – Provided general support to the team in drafting/compiling content.

ACRP 0352, Guidelines for Adapting and Managing Airport Common Use Programs, 2020-2021

Researcher/Project Administrator – Providing assistance in data analysis and review of stakeholder interview content. Assisting the team in crafting the Interim Report.

Safe Skies, PARAS 003, Enhancing Communication and Collaboration among

Airport Stakeholders, 2016, Researcher/Intern – Provided assistance in drafting/editing the final project report. Helped to create appendices and other supplemental information. Reviewed the provided assessment tools in the report.

Greater Orlando Airport Authority, MCO - South Terminal Complex Design, Orlando, FL, 2016 – 2017 – Researcher/Intern

Education

Bachelor of Science in
Engineering, Mechanical
Concentration – Pensacola
Christian College

Registrations/Licenses

Certified Manufacturing
Technologist (CMfgT), inactive

Years of Experience: 7

In Aviation-related Projects: 7





Richard Almario

Software Developer

Mr. Richard Almario is a Software Developer for AceApplications with experience in supporting enterprise software applications and adding feature enhancements for agencies such as: Greater Orlando Aviation Authority, Jackson Municipal Airport Authority, University of Central Florida, and AdventHealth.

RECENT PROJECT EXPERIENCE

AceApplications, LLC. (March. 2019–Present)

Software Developer | Developing mobile, web, and database application solutions utilizing modern architectures such as Angular, CodeIgniter, and MySQL. Providing Maintenance and updates to web applications. Advanced database programming including programming of stored procedures and triggers, implementation data replication, and data/application optimization to improve performance. Contributing technology or other new ideas to the team. Researching various technologies and documenting findings. Documenting work performed, as required. Supporting IOS mobile application and adding feature enhancements Assisting with team operations by performing certain administrative tasks, as required. Assisting in other functional (Systems Engineering, Technical Support, etc.) areas as required. Support existing cloud-based applications, add new feature enhancements, and develop new applications.

US Department of Commerce Power Platform Applications Developer | Design and develop modernized iBid application using Microsoft PowerApps, PowerAutomate, Dataverse, and PowerBI for data reporting. Design and develop modernized TAS e-filing application using Microsoft PowerApps, PowerAutomate, Dataverse, and PowerBI

Seminole County Web Applications Developer | Develop and support enterprise web applications for the Seminole County Government. Document design and requirements in support of the applications. Implement Front-End and Back-end solutions for the migration of legacy applications.

UCF Project Harmony Mobile & Web Application Developer | Designed enhancements to ongoing requirements for the participant and admin portal applications. Assisted with database maintenance and performed operations to optimize existing solutions. Resolved and supported certification requirements and defects alongside production usage

Education and Certifications

Bachelor Science Computer Engineering – University of Central Florida

Certified SAFe® 5 Practitioner

Years of Experience: 5+

Technical Skills:

Proficient in C, C#, Java, JavaScript, PHP, Python, SQL and knowledgeable of R, Haskell, Assembly, Verilog.Eclipse, Visual Studios, Xilinx ISE, Multisim, MARS, MySQL, Microsoft Office, Autodesk Suite.



Courtney Powell

President

Mr. Courtney Powell is the President of AceApplications with more than 23 years of experience as Software Executive, Entrepreneur, IT Consultant and Application Developer within operations, strategy, budgeting, leadership, and compliance.

RECENT PROJECT EXPERIENCE

AceApplications, LLC. (February. 2001–Present)

President | Chief Executive Officer, manage contracts and key client accounts Design, implement, and maintain enterprise software and technology solutions for businesses, schools, and government agencies. Develop software applications for large enterprises and small businesses using various web technologies, including Microsoft ASP.Net 2.0, C#, SQL 2005, XML, JSP, Java, JavaBeans, Oracle, Web Services, AJAX. Implement Web Portals using Microsoft Office SharePoint Server 2007

CNL Financial Group, Inc. (September 2001 – October 2008)

Director of Technology | Established and directing strategic long-term goals, policies, and procedures for the IT organization, as well as design, implementation, and support of the IT infrastructure. Managed both the Network Infrastructure and Software Engineering Teams. Designed, implemented, and maintained the enterprise network infrastructure (LAN/WAN/WLAN), consisting largely of Cisco core network technologies. Designed, implemented, and maintained the enterprise Web Infrastructure, consisting of Microsoft .Net public Web sites and Microsoft Office SharePoint Server 2007 (MOSS) Intranet and Extranet Portals Supported the CIO in the setting of the strategic direction for Information Technology and collaborating with him to craft the company's three-year IT strategic plan; Participated in annual Sarbanes-Oxley (SOX) audits.

Manager of Software Engineering | Managed a team of Software Engineers to provide various software and web-based solutions to meet the business needs of CNL's 13 Strategic Business Units (SBUs). Managed operations of the Software Engineering department; Planned, estimated/forecasted, and successfully managing a budget of over \$600,000.

Systems Engineer | Responsible for architecture design, development, and project management of various Internet sites and business systems. Met with clients to gather requirements and implement Internet solutions to meet their specifications using various web technologies, including ASP, ASP.Net, JSP, VB, Java, JavaBeans, XML, Photoshop, SQL Server 2000, and Jrun Application Server.

Lockheed Martin Corporation (January 1997 - August 2000)

Senior Software Engineer | Responsible for designing, developing and integrating the JDIS Wing Simulator, a three-tier flight maintenance support Java Application, to support the Joint Strike Fighter.



Education and Certifications

Master of Science Computer
Science Rensselaer Polytechnic
Institute Troy, NY May 2000

Master of Business Administration
Finance w/Honors Rollins College
Winter Park, FL December 2005

Bachelor of Science Electrical
Engineering University of Florida
Gainesville, FL December 1996

Years of Experience: 23+



Bernard Staco

Sr. Software Engineer



Mr. Bernard Staco is a Sr. Software Engineer for AceApplications with more than 23 years of experience in application architecting, database administration, designing, developing, maintaining, and supporting business applications.

RECENT PROJECT EXPERIENCE

AceApplications, LLC. (February. 2013–Present)

Sr. Software Engineer | Application Design and Implementation. Software Development implementing DevOps using enterprise toolsets including Jenkins, Maven Jenkins, Chef, Docker Kubernetes, Jira, Azure DevOps Services, etc. Database design - MySQL, SQL Server, PostgreSQL Database administrator – database sizing, optimization, data migration, database, security. Project Experience Includes Modernized line of business application for City of Orlando, migrating legacy SharePoint application to SharePoint 365 and Microsoft Power Platform. Utilized Power Apps to build user interface and Power Automate to design and build workflows. Utilized PowerBI to design and build 15+ data reports for the City of Orlando's Permitting department. Modernized mission critical legacy federal application for US Department of Commerce using the Microsoft Power Platform integrating PowerApp, Power Automate, Dataverse, and PowerBI for Data Reporting. Designed, Architected and Developed Software and Mobile Applications, the Law Enforcement Notification System, as a part of the Toll System Upgrade for the Central Florida Expressway Authority. Application integrates into the core ITS infrastructure for CFX, and notifies Law Enforcement for Amber Alerts, Habitual Toll Violators and other designated traffic alerts and defined by agency. Technologies used includes: MVC, Entity Framework, .Net, WCF, SignalR, AngularJS, Android Mobile Development, etc. Performed software development support services for the implementation of the new Centralized Customer Support System for the Florida Highway Toll System. Designed and implemented a suite of 23+ reports for the Image Processing Subsystem, using SQL Reporting Services, Report Builder/Visual Studio, integrating data from SQL server and PostgreSQL for the Toll System Upgrade for the Central Florida Expressway Authority. Designed and developed stored procedures, queries, and views necessary to support SSRS reports for the Toll System Upgrade for the Central Florida Expressway Authority. Performed legacy database application migration project for Seminole County Governing, migrating legacy 2004 DTS Packages to SSIS 2016 Performed Independent Validation & Verification project for Tampa Hillsborough Expressway Authority's Tolls Database re-design project, analyzing and recommending best practices for the database re-design. Develop and maintain multiple large enterprise-grade applications for various clients.

Académie Chretienne Haitienne d' Orlando, (June 2007 – December 2011)

Education and Certifications

Bachelor of Science in Electronic Engineering Institute of Electronic Technology, Port-au-Prince, Haiti

Associate of Science in Computer Systems, Certificate of Completion Oracle 10g-DBA Faculty of Sciences - MBDS

Years of Experience: 23+

Technical Skills: NET ASP NET MVC, IIS, Azure (IaaS, PaaS, DevOps), Power Platform, ASP.NET Web API, SignalR, WCF, Entity Framework, SQL Server, MySQL, Oracle, PostgreSQL, SQL Server Integration Services, SQL Server Reporting Service, Windows Desktop (All version), Windows Server, Linux, MacOS..Networking: TCP/IP, DHCP, Configuration, Cisco IOS Programming Languages: C#, Visual Basic, Pascal, VB Script, VB.Net, Java . Web Development: HTML5, PHP/Laravel, JavaScript, CSS3, jQuery mobile, ASP.Net,XML,XAML, AJAX, AngularJS . Development platform: Visual Studio, Xamarin Studio, NetBeans, Eclipse, XCode, Android Studio, Joomla, WordPress, SSMS.



Computer Systems Administrator | Design, build and implement software to manage the school's business needs. Install, configure, and support an organization's local area network (LAN), and Internet systems.

National Palace Port-au-Prince, Haiti (July 2007 – December 2006)

IT Manager | *Supervise a team of 10 IT technicians providing help desk to over 50 desktop computers user. Lead a development team to design and maintain computerize the Palace accounting, HR function and create the informational website of the presidency.*



Sonu Thumar

Systems Engineer

Mr. Sonu Thummar is a Systems Engineer for AceApplications with 5 year's experience in IT Support, Software Development and Systems Integration. Sonu has demonstrated experience in the education, government, and transportation industries.

AceApplications, LLC. (March. 2019–Present)

Systems Engineer | Created Web-Based Applications, Created Websites, Manage Database Design & manage Network Infrastructure, and System Architecture. Worked with frameworks like .NET, Angular, Laravel to create Mobile and Web-Applications. Designed, built, and maintains the Azure DevOps Pipeline for continuous Integration and continuous delivery of software Solutions. Some Project Experience Includes, Modernized line of business application for City of Orlando, migrating legacy SharePoint application to SharePoint 365 and Microsoft Power Platform. Developed SharePoint 365 Application using PowerApps, Power Automate, and Power Implementing advanced data capture forms and business process workflows. Delivery of multi-media TV Player app for the Orlando Magic. Lead team to develop new app user interface and communications engine to stream live media from streaming server. Integrated all components for successful solution delivery. Design, build and maintain enterprise website for Jackson Municipal Airport Authority Designed and presented modernized SharePoint 365 portal for Florida Department of Transportation District 5. Support and maintain enterprise network infrastructure and enterprise website for Legends Academy, and Orange County Public School. Migration of entire school's system infrastructure for Legends Academy from on premise server to Azure.

Technical Support Analyst / Web Developer | Created Web-Based Applications, Created Websites, Manage Database Design and develop multiple client websites in WordPress. provided hardware and software support to business users. Performed Technology design, as well as configuration and installations. Managing email platform, web servers and various other operational tasks within the department

Global Technological Associates (August 2017 – January 2018)

Technology Support Specialist | Building, troubleshooting, and repairing firewall units. Carry out testing and quality assurance tasks. Customer technical support via telephone and email inclusive of 24x7 rotation



Education and Certifications

Bachelor of Science in Computer Engineering University of Central Florida

UCF Cyber Operations Certificate, Cisco Express Specialization: Small Business, Safe@ 5 Agile Practitioner

Years of Experience: 5+

Technical Skills:

Java, C, Go, C#, C++, Python, Mac OS X, Windows, Linux, Windows Server, CentOS Web, HTML, CSS, JavaScript, Angular, Bootstrap, React Native, Native Script, Azure WordPress, PowerApps, Power BI, Power Automate, Dataverse, IntelliJ, Microsoft Visual Studio



ASHOK KUMAR GUPTA



Senior Consultant

Experienced in all phases of implementation Vision, Plan, Design, Build, system integration testing, and Support with Oracle BI implementation, with Focus on Financials, Inventory. Strong presentation and project management skills. Experienced in leading configuration and unit testing efforts for large projects. Extensive experience in BI Apps (Finance, OTL, Inventory) including Informatica/ODI (11g and 12C), DAC and OBIEE (11g and 12C, Data visualization), OAC (Oracle Analytics Cloud) from Oracle and custom application development and cloud reporting. Hands-on experience implementing various kinds of Data Warehouse Projects using ODI, OWB, and Informatica. Expert on 10g/11g/12c (Oracle 10g, Forms 10g and Reports 10g, OBIEE 10g and 11g/12C, BI Cloud (OAC)) environment. Expertise in OBIEE repository design, Cache management, Answers, dashboard reports, and user management and OBIEE installation and administration, catalog manager. Experience in Client/Server environment as ERP application techno-functional Consultant of Procurement and Global Logistic system Modules with Developer 2000 (forms 10g and reports 10g) as a front end and Oracle10g as a back end.

Experienced in requirement gathering, analysis, and system design. Also experienced in business meetings and discussions with business users. Possesses outstanding interpersonal and communication skills.

	Project Examples	
Enterprise Applications OBIEE 12C, 11g 10g (Administration Tool; Presentation Services; BI Publisher; BI Office; Delivers; Answers; Dashboards), BI Cloud reporting Oracle BI Applications 7.9.x & 11g (Financials, Inventory) Other Software Microsoft Project, Microsoft Visio, Jira, ServiceNow, etc. Development Tools OBIEE (11g, 12C, OAC), ODI 11g, 12C /Informatica/OWB and DAC, SQL Developer; SQL*Plus; iBots; Informatica Power Center 9.x; Oracle Data Integrator; TOAD; PUTTY, VNC Training & Certifications Agile Scrum Master (EXIN) BI APPS (Informatica, DAC, OBIEE) training from Oracle Corporation Situational Leadership Training Microsoft Azure AZ-300 by Simplilearn Education Master of Computer Applications Master of Business Administration	High Mark Health, PA 05/2020 – Present	
	Principal Consultant	
	- Full life cycle of ETL development using ODI 12C and Source as Fusion Cloud - Fresh RPD and report development on Oracle Analytics Cloud (OAC) with all security application - Requirement analysis and design for ETL and report development - Project planning with sprint design and time estimation - Team management and coordination with client and onsite resources	
	Prince William County, VA 05/2020 – 04/2022	
	Principal Consultant	
	- BI Cloud migration and development of new data warehouse - Development of New RPD and Reports	
	Patterson UTI, TX 08/2019 – 06/2022	
	Senior Consultant	
	- Migration of OMCS system to Cloud and configure all related things to make the system accessible for the user - Implement SSO utility with OKTA	
	Havi OAC, IL 05/2019 – 08/2020	
	Senior Consultant	
	- Migration of in-house system to Cloud - Configuration of all related things to make the system accessible for the user - Configuration of custom logos, default skins, and graphs fixings - Implement SSO utility with OKTA	
	Cobham, United Kingdom 01/2017 – 06/2022	
	Team Lead	
	- OBIEE/ BI Apps support and enhancements - Migration from on-premise to cloud.	



DILEEP NARAYANAN



Salesforce Solution Architect

Mr. Narayanan is a technical architect with 11+ years of experience working with customers in the government, healthcare, retail, and technology sectors. He has extensive experience in full-cycle implementations of requirement gatherings, design, configuration, custom development, integration, and data migration elements of Salesforce CRM implementations.

	Project Summary	
Enterprise Applications Salesforce Sales Cloud, Service Cloud, Community Cloud, Lightning Platform, Customer Communities, Knowledge Base, Partner Communities, SFDC mobile environment configuration, Lightning Components, and Lightning Web Components. Industries Healthcare State and local government Manufacturing Technology Development Tools Apex, Visual Force Lightning, Aura Integration REST- SOAP Communities, GIT Hub, Data Loader Flows, SOQL, SOSL, and Jscript Training & Certifications Salesforce Certified Data Architecture and Management Designer Salesforce Certified Community Cloud Consultant Salesforce Certified Integration Architecture Designer Salesforce Certified Platform Developer II Salesforce Certified Platform Developer I Salesforce Certified Administrator Salesforce Certified App Builder Education Master of Computer Applications Bachelor of Science-Physics	Utah Department of Commerce, UT	09/2022 – 02/2023
	Technical Architect	
	Salesforce security division, investigation, and LPI implementation	
	Utah Department of Commerce, UT	04/2022 – 11/2022 04/2021 – 07/2021
	Technical Architect	
	Salesforce investigation and legal case management project	
	Maricopa County, AZ	03/2022 – 07/2022 02/2021 – 07/2021
	Technical Architect	
	Salesforce application modernization for property tax filing, case management, and exemptions	
	Massachusetts Office of Business Development, MA	04/2022 – 06/2022
	Technical Architect	
	Salesforce application modernization	
	Louisiana Department of Health, LA	09/2021 – 02/2022 06/2020 – 08/2020
	Technical Architect	
	Salesforce Community implementation for Medicaid	
	Cook County, IL	02/2020 – 06/2020
	Technical Architect	
	Treasurer's Office Salesforce Implementation	
	- Lead the design and implementation of customer Lightning community to get rid of all the paper-based tax refund and affidavit forms in the county treasurer's office. - Worked closely with Executive Management of the County Treasurer's office and Providing Strategic Advice to implement Salesforce Service Cloud which will enhance the customer experience, streamline business process, and provide a better agent experience. - Define the system architecture landscape, identify gaps between current and desired end-states, and deliver comprehensive solutions that will enable the achievement of the desired business outcomes.	
	Becton Dickinson, IL	02/2018 – 07/2019
	Technical Architect	
	MMS CPQ-SFDC projects	
	Many other details limited due to page count	



MANISH JHUNJHUNWALA



Solutions Architect

Mr. Jhunjhunwala is a qualified Chartered Accountant and Company Secretary. He has over 19 years of experience implementing and supporting Oracle Cloud Financials and Oracle EBS Financials. He is a strong team leader leading cross-functional teams on different environments across different geographical locations. At the same time, he is a motivated team member and an independent worker with strong problem-solving abilities and communication skills. He has experience in all phases of full SDLC on Oracle implementations with proven abilities in enhancing the operational effectiveness of businesses through design, development and execution of software and ERP systems. He has an aptitude for sharing knowledge and quickly adapting to new environments.

	Project Examples
Enterprise Applications Oracle Cloud Applications - Fusion Financials, SCM and Order to Cash Oracle EBS : R11i, R12-GL, AP, AR, PO, OM, INV, EBTax, iExpenses, SLA, FA, IReceivables Methodologies EDM: Enterprise Domain Model EAM: Enterprise Applications Migration AIM: Application Implementation Methodology Other Software Microsoft Visio, ServiceNow, Freshdesk, Oracle Apex, Tumbleweed, iManage, and Docmoto Training & Certifications Regulatory Compliance Specialization Certificate from University of Pennsylvania Oracle Cloud Infrastructure Foundations 2021 Certified Associate Scrum Fundamentals Certified Oracle Cloud Data Management 2023 Foundations Associate Oracle Project Management Cloud 2022 Implementation Professional Oracle Financials Business Process Certified Foundations Associate Rel 2 Education Chartered Accountant Post-Graduate Diploma in Financial Management Bachelor's degree in Commerce	Metropolitan Sewerage District of Saint Louis, MO 08/2022 – Present Architect Oracle Cloud Financials Implementation
	City of Oakland, CA 03/2023 – 06/2023 Architect Oracle eBS Bank Integration
	Prince William County, Virginia 11/2021 – 04.2022 Solutions Architect Working on eBS to Cloud FA and GL migration along with Reconciliation Between eBS and Cloud for opening Balances. GL and FA Custom Report designing and delivery.
	Cherry Creek School District, CO 11/2021 – 02/2022 Solutions Architect Designing and Configuring Payroll Bank Statement integration and mapping with Oracle Cash Management. Streamlining the Payroll Benefits File Integration with AR.
	ITV America, NY 04/2017 – 11/2021 Solutions Architect Designed Oracle Application landscape with various third party Applications like ADP HR & Payroll, EP Payroll and Movie Magic Project Budget System along with Bank Statement Upload, Positive Pay File, Digital Check Signature, Electronic Payment File and Credit Card Statement with Bank.
	Scientific Games, NV,USA 10/2016 – 03/2017 Principal Finance Consultant Designed the Global COA and Ledger structure for worldwide entities in Oracle. Designed and configured GL and AGIS for Global reporting and statutory requirements.
	KPMG India, South Africa 10/2014 – 10/2016 Solutions Architect Implemented Oracle Fusion Cloud Application integrating with Telecom Billing, CRM and Payroll. Designed OHADA and IFRS Convergence with Oracle Financials. Overseen the solution designed for various cross module within Oracle Cloud Application.
	Cbeyond / Birch Communication, GA,USA 04/2013 – 10/2014 Project Manager and Functional Consultant Designed and implemented iExpenses in Oracle R12. Managing Resource Allocation, Project Reporting like PDMR, PMR, WSR, Resource Allocation Report and Health Report.
	Seadrill Norway, India 06/2012 – 02/2013 Project Lead Designed Organization Structure, COA and Ledgers. Configured GL, AP and Subledger Accounting. Created Functional Design Document, Gap Analysis, User Manual and Set up Document.



SMARAJIT PRAMANICK



Technical Architect

With over 18 years of experience working on Enterprise applications, Mr. Pramanick has an excellent track record of implementation and integration projects. He has helped many clients to streamline their business processes for better ROI in new infrastructure. He has been recognized with many awards and appreciation from clients such as Lennar, Region of Waterloo, NIB, H&P, UL, GOAA, LGNE, Barrick Gold, Oxford, and more. He has also managed distributed and diverse teams. During his free time, he likes to learn new technologies.

	Project Examples
Enterprise Applications Oracle Accounts Payable, Oracle Integration, Amazon AWS, Mule, and Microsoft Azure Internet Technologies Java, J2EE, Spring, Angular, JDBC, JAAS, JSP, EJB, ADF, JSF, XML, Struts, AJAX, SOA, SaaS, Scaling, Social Media APIs, Web Analytics, Web Services, REST, JS, .NET languages, SOA, BPEL, ESB, BAM, OES, and OAG Database Oracle 11g, 10g, 9i, 8i and 7.3.4 Architecture J2EE, Struts, MVC, ADF, SOA/Enterprise Design Patterns, Enterprise Applications, and Scalable Web Applications Developer Tools JDeveloper, TOAD, SQL, PL/SQL, SQL/Navigator, Version Control – P4, VCS, CVS, SVN; Visio, and BPEL Designer Other Software Perl, Shell Scripts, Microsoft Office Suite, JIRA, VSTS Education Master's in Computer Science	Los Angeles Metropolitan Transit Authority 10/2022 – Present Program Manager/Solution Architect EBS and Middleware upgrade, including Oracle SOA, WebCenter, ODI, IAM.
	Underwriters Laboratories, IL 08/2020 – 08/2021 Program Manager/Solution Architect Lead the migration of Oracle on-prem entitlement solution to Azure Spring Cloud Oracle Entitlement Server and Oracle API Gateway implementation and integration with UL Portal based on Microsoft Cloud and other integration and security projects.
	Region of Waterloo, Canada 08/2021 – 10/2022 Program Manager/Solution Architect Oracle WebCenter and AP Automation Solution implementation with Oracle EBS
	GOAA, FL 03/2015 – Present Program/Technical Manager Interface design, real-time reporting dashboards, and maintenance.
	National Industries for Blind, VA 04/2020 – Present Program Manager/Architect ▪ Migrating on-prem SOA to Oracle SOA Cloud ▪ Re-designing interfaces and applying new features of SOA 12c ▪ Redesigning NIB-Portal site from on-prem to OIC and VBCS ▪ Migrating BSC Reporting site on-prem application
	Helmerich & Payne, OK 12/2019 – 10/2020 Program Manager/Architect ▪ Used IDCS and developed an automated process for managing the user lifecycle of new and existing users for Oracle Cloud Applications and ensuring employees have access to the right system with correct privileges
	College of American Pathologists, IL 08/2018 – 03/2019 Program Manager/Solution Architect Used AWS to build CAP Cloud Storage Solution to securely Upload, Download, and store files.
	Louisville Gas & Electric (LGNE), KY 11/2013 – 02/2015 Solution Architect AP Automation implementation and enhancement



GAYATHRI PRASAD



Senior Principal Consultant

Ms. Prasad is a Certified Technical Consultant with over 14 years of industry experience as a Senior Consultant and Technical Lead in Design, Development, Administration, Maintenance, for SOA systems and Java/J2EE architectures for fortune-50 retailers. Ms. Prasad has worked in multiple system engineer roles managing diverse Middleware infrastructure and in-depth development experience with the complete middleware stack. Ms. Prasad is certified and has working experience on the Boomi integration platform. Ms. Prasad has extensively worked on Portals, Web Services, and Oracle WebLogic/SOA Integration applications. She has in-depth knowledge of J2EE technology, Oracle WebLogic Application/Portal/Integration, and Oracle Database. Ms. Prasad is a team player with excellent problem-solving and troubleshooting capabilities. She has a strong educational background with exceptional analytical and interpersonal skills.

Technologies	Project Summary
Oracle SOA Suite 12c/11g/10g, Oracle Service Bus, Oracle Web Services Manager, Oracle SOA Cloud Service, Oracle B2B, DevOps, CI/CD, WebLogic, Dell Boomi Integration, Tomcat Apache, WebSphere, Jenkins, Unix Scripting, Performance Tuning, Thread Analysis, Oracle Cloud Infrastructure (OCI)	Cook County, IL 02/2021 – Present Project Lead – Manage SOA and Infrastructure maintenance & support, Lead Implementation and Enhancements for SOA Process Development, Java/J2EE development, Maintain Build and Deployment processes.
Database Oracle 12c, 11g, 10g, 9i, and 8i, MS SQL Server, MS Access	Northeast Ohio Regional Sewer District, OH 06/2020 – Present Technical Manager – End to end Boomi platform implementation integrating EBS and the new asset management-Nexgen systems, new Infra set up etc.
Tools Oracle Discoverer, OAF/ADF JDBC, JNDI, RMI, Servlets, JMS, JSP, EJB, Struts, XML, Web Services, Log4j, AJAX, JDeveloper, Oracle WebLogic Application Server, WebLogic (Oracle) 8.1.5/9.2/10.2 Portal Servers, WebLogic (Oracle) Integration 9.2.2 Server (WLI), WebLogic Workshop, Eclipse, Microsoft Visual Studio, HTML, XML, JavaScript, CSS, AJAX, JUnit, CVS, Harvest, Open Make, JAVA, J2EE	Cabot Microelectronics, IL 10/2019 – 05/2020 Sr. Principal Consultant – Upgrade & Migration to SOA Cloud, End to End Cloud Architecture Configuration to Deployment, B2B Rosetta net Process Optimizations, Continuous Integration & Deployment (CI/CD) set up on Cloud OCI.
Oracle Applications Oracle E-Business Suite 12i (iStore, iProcurement), Discoverer Reports.	Greater Orlando Aviation Authority, FL 02/2019 – 12/2019 Sr. Principal Consultant – SOA Process Implementation for the new AIDX version and new Vendor implementation to sync Realtime Flight Information between Aviation systems, Manage Life Cycle processes, Maintain Build and Deployment processes.
Training & Certifications Dell Boomi Associate Developer, Dell Boomi Essentials, Oracle, SOA & ADF Specialist SUN, JAVA Programmer SUN, Web Component Developer	NOW Foods, IL 06/2018 – 01/2019 Sr. Principal Consultant – Upgrade & Migration to SOA Cloud, End to End Cloud Architecture Configuration to Deployment, B2B EDI Process Optimizations, Continuous Integration & Deployment (CI/CD) set up on Cloud OCI.
Education Bachelor of Engineering, Information Science Engineering	TWG, IL 02/2018 – 06/2018 Principal Consultant – SOA Process Development between Sales Force/JDE systems, SOA Cloud Management, Manage Lifecycle processes.
	Cook County, IL 07/2017 – 03/2018 Principal Consultant – SOA Process Development, Java/J2EE development, Server Maintenance, Maintain Build and Deployment processes.





ABHIJIT SARKAR

Senior Architect

Mr. Sarkar is an Oracle-certified professional with a wide range of experience in Oracle E-Business Suite (EBS), Oracle Databases, Oracle RAC, Data Guard, Oracle Cloud Infrastructure, Oracle Transportation Management, Oracle WebLogic, and more. He is an application and database administrator. He also has extensive experience in Oracle applications, Oracle databases, implementing backup and recovery solutions for mission-critical databases, ADOP patching, cloning, database and application migrations, and upgrades. He has strong interpersonal skills with a remarkable ability to interact with people across all levels, as well as presentation and communication skills.

	Project Summary
Databases	Greater Cleveland Regional Transit Authority, OH 11/2022 – Present Senior Architect – Oracle EBS upgrade and OCI migration
Oracle 7.0/8i/9i/10g/11.2/12c/19c administration, Standby, RAC, ASM, MySQL, Platform Migration, and Cloud Migration	City of Oakland, NE 01/2023 – Present Senior Architect – Oracle EBS and Middleware migration to OCI
Cloud	Aurora Public Schools, CO 09/2022 – Present Senior Architect – Oracle EBS archive and APEX migration to OCI
Oracle Cloud Infrastructure Classic, Oracle Cloud Infrastructure Gen 2, and Oracle SaaS	City of Burbank, CA 01/2022 – Present Senior Architect – On-demand support of high-end EBS issues
Other Software	Eaton, OH 04/2022 – Present Senior Architect – Oracle OCI Domain and Network Migration from Cobham to Eaton, Support
Oracle E-Business Suite, Oracle Transportation Management, Oracle Demantra, SOA, OBIEE, and Oracle Compute Cloud Services	Javits Convention Center, NY 04/2021 – Present Senior Architect – OCI IPSec VPN changes and EBS support
Industries	CanyonAero, AZ 01/2021 – Present Senior Architect – Oracle EBS, OBIEE, IDM migration from OCI Classic to OCI Gen2 and support
Aviation Banking IT Other...	AG Processing Inc., NE 07/2020 – Present Senior Architect – Oracle EBS server migration, upgrade, and support
Developer Tools	RIAC, VT 01/2018 – Present Senior Architect – Oracle EBS support, server migration, and EBS upgrade
SQL Developer, TOAD, and OEM Languages SQL, PL/SQL, Shell Scripting, HTML, and DHTML	City of Chattanooga, TN 02/2022 – 06/2022 Senior Architect – Oracle EBS archive migration to OCI and SplashBI
Training & Certifications	Riverside Transit Authority, CA 08/2020 – 12/2020 Senior Architect – Oracle EBS migration from on-premises to OCI
Advance Diploma in Software Oracle Cloud Database Services 2022 Professional Oracle Database 12c Certified Implementation Specialist OCI Foundations 2020 Associate OCI Architect Associate 2020 OCI Architect Professional 2020 AWS Certified Cloud Practitioner	Department of General Services, CA 02/2019 – 06/2020 Senior Architect – Oracle EBS migration to OCI Gen2
Education	CCWRD, NV 06/2017 – 11/2021 Senior Architect – Oracle EBS support, iSupplier implementation
Bachelor of Technology	Cobham, NY and AZ 06/2017 – 11/2022 Senior Architect – Oracle EBS, OBIEE, IDM migration to OCI Classic and support
	GE Aviation, NY 01/2016 – 06/2017 Senior Oracle Apps DBA – Oracle EBS support and migration



**David Kipp, PE**

Principal–In-Charge

Dave is Burns' Vice President of Technology Services, supporting the company's mission to provide our aviation clients with integrated and customized designs that ensure safe, comfortable and efficient passenger travel. For over 35 years, Dave has devoted his professional career to the development of technology systems to support airports' infrastructure needs. Dave's experience includes critical infrastructure protection, IT strategic planning and engineering, mission critical facility development, and special systems. He has managed numerous large technology infrastructure projects in the United States, Middle East, Africa and Asia, and is a recognized contributor to the fields of aviation technology and public security.

Burns**EDUCATION:**

MS, Engineering Science, University of Cincinnati, 1984

BS, Mechanical Engineering, University of Kansas, 1981

REGISTRATIONS

Registered Professional Engineer:

- MI #6201051574 (2004)

PMP Certification (Expected 2021)

YEARS OF PROFESSIONAL EXPERIENCE:

37

RELEVANT PROJECT EXAMPLES**Greater Orlando Aviation Authority, Orlando International Airport, South Terminal Complex, Phase 1 Technology and Multimedia Systems, Orlando FL.**

Project Principal for the Technology and Multimedia Systems for the first phase of the Orlando International Airport South Terminal Complex. Dave led the technology systems design as the Technology Design Team Leader. He organized and managed the entire \$100 million technology and media planning and design program for GOAA. He advanced a very ambitious and innovative agenda for the STC that incorporates advanced optical networks, digital media, and an inventive way to deliver complex technology. The \$2.1 billion STC incorporates 32 new international swing gates and 2.5 million SF of landside and airside capacity, including connectivity to the existing North Terminal facility via an intermodal transfer facility. Burns is providing all technology systems as well as the innovative Experiential Media System, providing a unique, interactive digital passenger experience with integrated multimedia technologies.

Los Angeles World Airports, Los Angeles International Airport, Information Management & Technology Group (IMTG) Project Management and Technical Support, Los Angeles, CA. **Principal** for the \$150 million IT, security, and systems upgrade program at Los Angeles International Airport (LAX). Dave leads this project for Burns and is hands-on with LAWA IMTG on all technical and business issues. He stays very connected to LAWA's technology leadership and uses a variety of techniques to accomplish work on this on-call project. Dave's experience with challenging and innovative airport technology projects benefits LAWA in terms of providing guidance and leadership. The IMTG program includes a wide range of airport systems, including ACAMS, CCTV, Radio and Wi-Fi Systems, Credentialing System and Computer Aided Dispatch.

Houston Airport System, On-Call Professional IT and Technology Services. **Project Manager** for a multi-year engagement with the Houston Airport System (HAS) to perform technology and IT consulting services. Burns is currently providing a 5G Readiness Plan and Phase 1 Implementation for all 3 Houston airports, as well as a CCTV system expansion at Houston Hobby Airport.



**Robert Pringle, EIT**

Electrical Engineering Associate

Burns**EDUCATION:**BS, 2016, Electrical Engineering,
University of Florida**REGISTRATIONS**

Engineer Intern: FL (2017)

**YEARS OF PROFESSIONAL
EXPERIENCE:**

10

Robert is an Electrical Engineering Associate with experience on airfield lighting and systems projects at multiple airports. He has extensive knowledge of the National Electrical Code (NEC) and FAA Advisory Circulars pertaining to airport planning and construction. Robert is well versed in aviation technology systems including premise distribution systems, passive optical network design, physical access control systems, video surveillance systems, common use systems, dynamic signage and distributed antenna systems. Robert also has experience in the design and construction of airfield lighting power distribution and control systems. Robert's experience includes delivering on tasks such as field surveys, assessment reports, design deliverables and construction documents. Robert has also gained valuable experience performing construction administration duties such as regular field coordination and observation of contractor activities, RFI and submittal processing, phase completion inspections and final punch list inspections. His acute sense of the unique processes and challenges that accompany all large aviation construction projects makes him a valuable asset to any project team.

RELEVANT PROJECT EXAMPLE

Greater Orlando Aviation Authority, Orlando International Airport, South Terminal C Project, Phase 1 Expansion, Orlando, FL. *Lead Electrical Engineering Associate* supporting multiple project engineers for technology systems and multi-media design for a new 2.7 million SF passenger terminal at Orlando International Airport. The technology design package incorporates an innovative approach in the structured network cabling to provide the infrastructure for all facility systems including data, telecommunications, distributed antenna systems (DAS) (public safety and cellular), multi-media, paging/mass notification, and video surveillance systems. IT systems include local area networking (LAN) and secure LAN, passive optical networking (PON) or passive optical local area networking (POL), communication rooms and wired/wireless communications infrastructure. The innovation in this technology package is a departure from the traditional structured network cabling design by employing Ethernet based passive optical network infrastructure in lieu of conventional copper/fiber optic network cabling designs. Robert assisting with the design and specification of Wi-Fi, indoor Bluetooth-based navigation, electronic dynamic digital signage and wayfinding, flight/gate/baggage information displays, common-use passenger processing (CUPPS) systems, common-use Self-Service (CUSS) systems, Advanced Visual Gate Docking Systems (A-VDGS), IP-based television distribution (IPTV), and security checkpoint queue management (wait time) systems. The combination of advanced digital signage, Bluetooth-based navigation, accurate wait time estimates, and seamless passenger processing technologies will provide constant, real-time information that will greatly enhance the passenger experience at MCO. The design also includes 3 interactive multimedia elements creating an experiential media environment that is a focal point for the \$2.2 billion project.





**Gregory S. Spence, PE,
LEED® AP BD+C**

Project Manager/Technology Specialist

Greg is a Project Manager with the Aviation group and has gained extensive experience in airport systems engineering from his work at over 40 airports over the last 30 years. He has successfully managed dozens of aviation IT and security systems projects and has valuable experience at collaborating as part of a larger project team on major airport design and construction programs. He has excellent communication, team building, and leadership skills with a high attention to detail.

RELEVANT PROJECT EXAMPLES

Greater Orlando Aviation Authority, Orlando International Airport, South Terminal C, Technology and Multi-Media Systems Engineering, Orlando, FL. *Deputy Project Manager* for technology systems and multi-media design for the new 2.5 SF passenger terminal at MCO and is serving as *Deputy Project Manager* for Construction Administration. The technology design package incorporates an innovative approach in the structured network cabling to provide the infrastructure for all facility systems including data, telecommunications, distributed antenna systems (DAS) (public safety and cellular), multi-media, paging/mass notification, and video surveillance systems. IT systems include local area networking (LAN) and secure LAN, passive optical networking (PON) or passive optical local area networking (POL), communication rooms and wired/wireless communications infrastructure. The innovation in this technology package is a departure from the traditional structured network cabling design by employing Ethernet based passive optical network infrastructure in lieu of conventional copper/fiber optic network cabling designs. Design also includes three interactive multimedia elements creating an experiential media environment that is a focal point for the \$3+ billion project.

Metropolitan Nashville Airport Authority, Nashville International Airport, New Emergency Operations Center, Nashville TN. Burns' *Project Manager* for the development of a new Emergency Operations Center (EOC) at BNA that is part of a larger program that will consolidate the Airport Communication Center, Joint Information Center, and a meeting space/multi-purpose space. Burns provided engineering design and construction phase services for IT, communications, security, and MEP systems for the EOC build-out. Technology systems included audio-visual systems, access control, CCTV, flight information display systems, telecommunications, local area network, cable antenna television and communications infrastructure and external connectivity.

New Orleans Aviation Board, Louis Armstrong New Orleans International Airport, New Terminal Development, New Orleans, LA. Burns' *Project Manager* for the engineering of IT and security for the development of a new 700,000 SF terminal at MSY. Project includes a concept report, design, and cost estimating for IT and security systems, including structured cabling, telecommunications rooms, public address system, flight information display system, local area network, wireless local area network, access control system, and digital video management system.

Burns

EDUCATION:

MS, Electrical Engineering, Missouri University of Science and Technology, Rolla, MO, 1999
BS, Electrical Engineering, Minor in Mathematics, University of Missouri, Columbia, MO, 1990

REGISTRATIONS

Registered Professional Engineer:
• MO #027585, (1997)

YEARS OF PROFESSIONAL EXPERIENCE:

31



Education

- M.S, Accounting, University of South Florida
- B.S, Accounting, University of South Florida
- B.S. Hospitality Administration, Florida State University

Certifications

- Certified Public Accountant, State of Florida
- Member, American Institute of Certified Public Accountants

Relevant Highlights

- Over 16 years experience providing financial consulting services to or working within an Airport
- Participated in previous research projects including ACRP 10-17 and PARAS 0003
- **Managing Consultant | Accounting and Financial Consulting | Subcontractor to Ricondo & Associates for Boca Raton Airport Authority**
Assessment and quantification of the impact of capital projects on the operating and capital budgets
Developing budgets/reserves for renewal and replacement including standardizing the presentation of such amounts
Updating the capital budget policies and procedures as necessary.
Grant Assistance and set up
Development of an accounting policy and procedure manual
Ongoing on call financial consulting assistance



Carolyn Binder

Carolyn Binder is a certified public accountant and the owner of Carolyn Binder CPA, LLC and provides contract and professional accounting, auditing and consulting services including CFO outsourcing primarily to the government, and non-profit sectors. Carolyn Binder, CPA, LLC is a certified woman owned business with the State of Florida and City of Orlando, and a Disadvantaged Business Enterprise and Airport Concessions Disadvantaged Business Enterprise with the State of Florida under the Unified Certification Program. Carolyn Binder, CPA, LLC has been proud to serve some of the finest governmental entities over the past 23 years, and has over 16 years of experience providing financial consulting services to airports.

Recent airport consulting projects include assisting airport clients with Cares Act reporting, PFC consultation, creating accounting policy and procedure manuals for airport finance departments, developing the technical specifications and ultimately an RFP for a revenue/property management system, agreed upon procedure engagement to review adherence with Airport policy and a financial analysis for a common use system for a medium hub airport. In addition, Ms. Binder provided financial consulting support for ACRP 10-17 “Integrated Passenger Self Services”, and participated on the consulting team for “Enhancing Communication and Collaboration Among Airport Stakeholders” for National Safe Skies Alliance.

Ms. Binder has experience as both the Director of Finance and Finance Manager for the Greater Orlando Aviation Authority (GOAA) where her responsibilities included overseeing all aspects of financial reporting, establishing and maintaining internal controls, budget, construction finance, and financial applications. Ms. Binder was an Audit Manager for a Big Four Accounting firm whereby she managed all phases of client engagements specializing in financial statement audits of governments and not-for-profits.





Orlando Suero

Principal-In-Charge and Network & Systems Engineer - Orlando's 30-year career began in telecommunications. He quickly progressed from installing cable facilities and telecom equipment, to preparing Data/Voice Communication projects, to establish and maintain an Enterprise Network at Miami International Airport. Orlando founded Certified Network Professionals in 2001 because he saw a need for cost-effective engineered communication solutions for airports and seaports. His CNP accomplishments include:

- Migrated the MIA Security Systems over two year period by replacing over a hundred obsolete Qognify DVRs with Qognify SVRs, converting the incumbent ATM network infrastructure to a Juniper/Cisco/Extreme MPLS Core network, with no impact to airport operations.
- Positioned CNP as the primary Miami International Airport - Security Systems Integrator and secured a 10-year support and maintenance agreement, while expanding the business operations to other airports and seaports throughout Florida and beyond.
- Expanded staff and developed in-house expertise to include network infrastructure, video management, access control, PSIM, Virtual Platforms (HCI), IDMS, Analytics, Radar, and other security related technologies for implementation throughout the transportation vertical, focusing on Airport and Seaport critical infrastructure.

2001 – Present, Certified Network Professionals, Inc.

President/Network Engineer (2001-present)

- Technical services including design, installation, and maintenance of Converged IP networking solutions.
- Technical sales of products and services focused on network and system integrated solutions.
- Management of all CNP related efforts including staffing decision and strategic planning for company growth.

Project highlights:

- **Airport Security Network (ASN) at Miami International Airport:** Operating as the Security Systems Provider at Miami International Airport, to provide MDAD with O&M full integration support services for the security, digital video, audio, and access control transmission equipment that consists of preventative and corrective maintenance, software upgrades, warranty actions, trouble ticketing, advanced trouble isolation, advanced trouble resolution, testing and implementation. The ASN is a comprehensive and integrated video and audio surveillance solution that supports over 4,000 cameras with over 30 days of recording throughout MIA. The security system is one of the nation's largest, most complex integrated solutions, and is distributed throughout MIA's terminal over 100 secure locations. Data, video, and audio communications are transported over a Juniper EVPN/VxLAN 1.2Tb Ethernet Core network, which is also maintained by our services.
- **Canaveral Port Authority:** Provided support for the legacy Video Management System while assisting in the migration and transition over to a new platform. Executed the procurement, installation, integration, and maintenance of the new Milestone VMS and Quantum HCI (formerly known as Pivot 3) infrastructure. Provisioned over 400 cameras in the initial phase of the project and currently working with the client to transition the remaining 800 cameras and implement advanced VMS solutions.





Chris Vadnais

Senior Network Engineer (BSCE) – His responsibilities include consultation, evaluation, design, and deployment of any network infrastructure projects under CNP's scope. Chris joined CNP in 2020, bringing a solid background in installing, monitoring, maintaining, and troubleshooting Cisco dominant networks. He previously worked for Black Box Network Services at Miami International Airport. Chris is a network engineering lead on various projects from large to small, ranging from internal network and infrastructure, PDC and DHCP server setup, and network installations. His recent accomplishments include:

Certifications

Cisco – CCNA, CCNP

Old/Retired: Nortel Networks – NCSE - Communications Server (CS) 1000 Rls. 4.0; NNCSE - Routing and Switching Expert; NNCSS - Routing and Switching Specialist; Microsoft – MCSE, MCP+i

Education

University of South Florida, B.S. in Civil Engineering w/ EIT Certification 1995

Florida International University, Computer Engineering related coursework 1998

Experience

2020 - Present

Certified Network Professionals, Inc. / Senior Network Engineer – Miami, FL

- Lead Network Engineer responsible for network infrastructure design, planning, and deployments.
- Responsible for providing customer consultation and services related to support of network enhancement solutions, migration planning, road map, and evaluation of network health and performance baselines.

2019 - 2020

The Talent Source (Univision) / Senior Lead Network Engineer – Doral, FL

- Supervisor / Lead of Network Operations group of 4 other network engineers
- Involved in the installation, monitoring, maintenance, troubleshooting of the Cisco dominant network containing the following...
 - ✓ Enterprise network consisting of 40+ WAN sites and 1500+ networking devices including 2 datacenters utilizing a mix of Cisco ASR and ISR routers and Cisco Catalyst and Nexus switches.
 - WAN: routers: ASRs (9904, 9901, 1002x, 1001x,) and ISRs (4451, 4431, 3945, 3825).
 - LAN: multilayer switches: Nexus 9k, 5k switches, 2k FEXs, Catalyst 9300, 4948, 4510RE, 3750, 3650, 3560x switches.
 - WLAN: Cisco WLCs (3504, 5520)
 - Citrix Load Balancers: NetScaler NS8400s
 - ✓ Protocols / Technologies
 - WAN: BGP, IS-IS, PIM
 - LAN: OSPF, IGMP, PVST+, STP, HSRP, VPC, LACP, 802.1q Trunking, VTP
 - Datacenter: VXLAN, EVPN
 - Miscellaneous: SNMP, NTP, BFD, VRF, Netflow, MPLS, QoS, Multicast, PoE, VoIP
 - Tools: Solarwinds, Sciencelogic EM7, Stealthwatch, NetBrain, Checkpoint, Avocent Terminal Server, ISE Tacacs



SEAN J. CUSSON

sean.cusson@delraysolutionsllc.com | (202) 360-9287 | [LinkedIn](#)

Professional Highlights

DEL RAY SOLUTIONS, LLC

**Principal
Present**

November 2019 –

Develop and execute advocacy strategies for clients related to federal regulation of aviation security matters. Provide clients strategic policy advice to achieve business and operational objectives.

LAM LHA

Director

April 2018 – October 2019

Advised clients on regulations, policies, and programs affecting their interests. Developed and executed advocacy strategies to influence government and industry decision making.

AIRPORTS COUNCIL INTERNATIONAL – NORTH AMERICA

**Director, Public Safety and Security
March 2018**

October 2014 –

Advocated for airport members to resolve issues with relevant regulating agencies. Provided policy guidance to airports regarding programmatic issues. Analyzed proposed regulatory changes and provided comments to regulating agency.

U.S. CUSTOMS AND BORDER PROTECTION

Congressional Liaison Specialist

February 2008 – August 2009

Developed and executed U.S. CBP's congressional engagement strategy to achieve agency objectives. This included drafting oral and written testimonies for Congressional hearings, briefing Members of Congress and their staff, and developing policy messaging.

PROFESSIONAL LICENSES AND AFFILIATIONS

- **Maryland Bar**, Member
- **District of Columbia Bar**, Member
- **Aviation Security Advisory Committee Subcommittee on General Aviation**, Member 2016-2018
- **Aviation Security Advisory Committee Working Group on Airport Access Control**, Member 2016-2018
- **Transportation Research Board Aviation Security and Emergency Management Committee**, Member 2015 – Present

RELEVANT PUBLICATIONS

- **Transportation Research Board, ACRP 11-01/15-01, Accommodating Federal Agencies at Airports and Related Contractual Concerns**, Anticipated Summer 2024
- **Transportation Research Board, ACRP 01-50, Data Protection and Privacy Management Guidelines for Airports**, Anticipated Fall 2023
- **National Safe Skies Alliance, PARAS 0045, Selecting, Designing, and Deploying Biometric Technology at Airports**, Anticipated Winter 2024
- **Transportation Research Board, ACRP 11-01/12-01, Legal Implications for Data Collection at Airports**, May 2021
- **Transportation Research Board, ACRP 11-01/13-01 Legal Considerations for Telecommunications at Airports**, October 2021

Education

New England Law | Boston Juris Doctor, May 2012

The George Washington University, Bachelor of the Arts, Political Science with Public Policy Focus, August 2006



**Neil R. Hahn, Vice President**

Mr. Hahn has more than 30 years of experience in technology. His career is a combination of his technical background and applied business skills. His work history has key projects in Colorado, the United States and Internationally in various forms of technical media and infra-structure. Mr. Hahn is an expert in sound propagation and evacuation/communication systems. He has designed, integrated, and managed greenfield airport projects.

He provides General Business Consulting to the audio video industry as well as transportation specialists and architects. This includes business development and interfacing to emerging technologies and trends internationally. Mr. Hahn blends technology with architecture to provide unique integrated solutions by teaming early

with architectural concepts and programming. He provides program oversight and management on large technology projects as part of the designs.

Firm

Hahn Integrated
Systems, Inc.

Location

Parker, CO

Years of Experience

With the Firm: 25

Total: 37

Education

BS
Telecommunications,
University of Idaho,
Moscow, Idaho 1989

Project Experience**Principal Designer, Audio Video Systems, Denver International Airport, Denver, CO: \$500M Overall Projects**

Emergency Communications System and Network Upgrade in conjunction with Fire Alarm Replacement project. ECS designer for Westin Hotel. Project Principal Designer for audio, video, control and communications system for the new Press Room/Conference room and Public Relations Conference Room in the Jeppesen Terminal. Multi window video systems with audio/video teleconferencing, network, and access to CCTV sources and press room operation. Including TV lighting systems and press panels for local and national TV remote feeds.

Program Technical Lead and Designer, Hambantota International Airport, Sri Lanka:

Program Lead for Special Systems Design and development with AASL Staff for China Harbor Engineering Company and AECOM for the greenfield airport project located in Hambantota Sri Lanka.

Lead Audio/Video Designer, ACC/ECC Build out, Ted Stevens Airport, Anchorage AK: \$5M Overall Project

Lead Designer of the audio/ video and control system for Airport Communications Center and Training Facility project.

Principal Designer, The Pentagon and Navy Annex Building, Arlington, VA: \$10M Overall Project

Principal Designer for Audio Evacuation System that serves both buildings as one system. Includes outdoor speaker systems and indoor speaker systems in over 14 miles of corridors.

Design Assistant, Audio/Visual System, McCarran International Airport, Las Vegas, NV:

Design Assistant for multimedia audio and visual information system for the traveling public at McCarran International Airport (LAS).

Principal Sound System Designer, Combined Communications and Control Center (C4), Seattle Tacoma International Airport, Seattle, WA:

Principal Designer for the Seattle Tacoma International Airport Sound System Replacement and audio/video/conference room systems in the Combined Communications and Control Center project.

Project Field Supervisor, Voice Paging System, Denver International Airport, Denver, CO:

Project Field Supervisor responsible for management and technical oversight of the field installation of the \$16M voice paging system.



Garry White

Hahn Integrated Systems, Inc. → Phone: (407) 825-1641 → Garry@Hahnisc.com

Areas of Expertise

Operations and Project Management of large Commercial, Industrial, Transportation and Aerospace Electrical and Communications Special Systems

General Business Consulting of Information & Communication Technology (ICT) Systems

Detailed Design and Installation of Electrical & Special Systems

Overall Project Management

Registration & Certification

2012 – BICSI Registered Telecommunications Project Manager (RTPM)

2010 – BICSI Certified Commercial Installation Technician (ITS TECH)

2005 – Cisco Certified Network Associate (CCNA)

2002-BICSI Registered Communications Distribution Designer (RCDD)

2001-BICSI Level II Installation Certification

1991 – Florida State Certified Unlimited Electrical Contractor (EC13001385)

1985 – Master Electrician

Special Systems Consultant

Overview

Mr. White is a highly respected electrical systems and ICT cabling infrastructure professional, with more than 20 years of management experience throughout a career in electrical and systems construction that spans 37 years; exceptional technical skills; mastery of building and infrastructure industry codes, standards and best practices; as well as experience across multiple design disciplines (Electrical, I.T. infrastructure, Architectural, etc.)

Adept at problem solving to evolve creative solutions and bring projects in on budget and schedule. An expert at establishing and measuring performance relative to cost and value creation, and then optimizing the return on investment by implementing cost-justified solutions, as measured by performance, resource availability, price, flexibility, and future industry trends.

Project Specific Experience

Senior Project Manager, Hahn Integrated Systems, Inc., Owner's Authorized Representative for Communication and Control Systems, Orlando International Airport, Orlando, FL: \$2.8 B Overall Programs

Currently providing Owner Authorized Rep services for low voltage systems on \$2.8B of Orlando airport projects, including the South APM Complex and South Terminal C (STC) project. He oversees every aspect of the design management and construction management of 60+ systems for the STC new build. Mr. White provides oversight for the design and construction of the premise wiring, comm rooms, passive optical network (PON), etc., including inspections and testing. He works closely with the Airport's IT department, Operations & Maintenance, and Construction Management Team.

Program Manager, BICSI Training Delivery & Operations, Tampa, FL: \$3M Annual Program

Deployed and managed international training programs for both design and installation of Information & Communication Technology (ICT) Systems, supporting over 23,000 ICT industry professionals worldwide. Trained and Certified BICSI Training Delivery Specialists (TDS) and Certified Trainers (CTs). Recognized technical contributor to the BICSI Telecommunications Distribution Design Methods Manual (TDMM) and the BICSI Information & Telecommunications Installation Methods Manual (ITSIMM). Served as Subject Matter Expert during the development of both design and installation curriculum. Currently consulting on the lab and exercise development for the ICT Installation program (v7.0).



Bert Dijk

Senior Consultant



Bert is a Senior Consultant with M2P and has more than 9 years of experience in aviation, particularly focusing on airport digital transformation. He has built a career developing and implementing innovative software products and is particularly adept at coordinating business use cases with technical requirements. Bert has a background in airport operations focusing on capacity management and master planning as well as total airport management. In addition, he has developed concepts of operation for emerging technology trends such as robotics, artificial intelligence, and biometrics. His experience further expands into biometrics, video analytics, GIS and capacity management. IT & Innovation within the airport context is where Bert feels comfortable and adds the most value.

RELEVANT PROJECT EXAMPLES

AIOC Technology Stream Lead – San Francisco International Airport (SFO)

SFO is executing a project to build a new Airport Integrated Operations Centre (AIOC). Within this project, Bert is responsible for the technology workstream. It includes defining a future state as well as conducting gap analysis. One element of the project is to determine how GIS and its toolset as well as spatial queries should be included in the overall toolset for the AIOC. During the next phase of the project, Bert will guide SFO to identify the best procurement strategy for the toolset within the AIOC.

Data Advisor EES & Passenger Flow Concept – Schiphol Airport (AMS)

Bert served as a data advisor helping to quantify and define the new passenger flow concept at Amsterdam. His responsibilities included data acquisition and requirements definition, and he worked across multiple stakeholder groups to define data utilization and data governance policies. This project focused on elevating the passenger experience through improved navigating and wayfinding.

Data Advisor – Operational Development – Schiphol Airport (AMS)

Bert provided strategic advice on how to organize operational data collection and analysis to improve the passenger experience. He defined changes required for business continuity and quantified impacts.

Information Advisor – Decision-Making Tool for Airport Operations – Schiphol Airport (AMS)

Bert was responsible for defining the Data and Interface landscape for a group of tools that support real-time data-driven decision making, task execution and scenario thinking within airport operations, including machine learning algorithms.

Product and Project Manager Business Analytics Solution – Hamad International Airport, Kansai International Airport, Birmingham International Airport, Helsinki International Airport

Bert served as the project manager for the implementation of an analytics tool at multiple major international airports, beginning with the development of a future-state vision and delivering a roadmap of implementation to integrate the new analytics tool with legacy systems. As a product manager he also led the technical development of the product to improve functionality and deliver an improved experience, working with leading airports and airlines.



Lance Ferrell

Manager



Lance Ferrell is an experienced Project Manager who has delivered multi-million-dollar security projects across several domains. He has led such projects for air and seaport operators, the US federal government, affiliated government contractors, and private companies. Lance is particularly experienced with Access Control, Video Management, Intrusion Detection, and Identity Management. Lance is familiar with not only the frontend complexities of installing security systems, but also the technical systems behind them. Lance is a contributing member of the RTCA Special Committee 224 which develops standards for Airport Access Control Systems. Lance rewrote the technology integration section for the latest version of DO-230. The integration section is focused on best practices and considerations for integrating elements of airport physical security systems. Last, but certainly not least, Lance is a Colonel in the U.S. Marine Corps Reserve with multiple tours in Iraq.

RELEVANT PROJECT EXAMPLES

Video Management System Survey – Reno Tahoe International Airport (RNO)

Conducted a high-level assessment of the Video Surveillance System to document system architecture, produce a risk assessment, and make recommendations for mitigating and reducing identified risks. Focused on strategic initiatives to optimize and future proof a complex, highly configurable surveillance system serving a variety of functions in both regulated and non-regulated areas of the airport; 2022-2023

Identity Management System Replacement – Phoenix Sky Harbor Airport (PHX)

Mapping business processes, identifying requirements, and writing scope of work for Phoenix Sky Harbor Airport (PHX) to replace an aging Identity Management System (IDMS) with a more modern system that better meets their strategic objectives. Assisting Airport with vendor evaluation and selection; 2021-2022

Access Control System Replacement – Los Angeles Airport (LAX)

Consultant representing the airport from procurement through delivery. Working with project team to design, plan, and deliver the replacement of an end-of-life access control system with one featuring current technology and increased functionality. The system has over 370 micro-controllers, over 4,000 readers, over 55,000 cardholders, and will include biometric readers. Access Control System must also fully integrate with numerous other third-party security software applications including a new identity management system (IDMS), a physical information management system (PSIM), and a video management system (VMS). Responsible for scope, budget, schedule, outcomes, and managing stakeholder relationships; 2019-Present

Intrusion Detection System and Access Control System Implementation – Federal Government Contractor

Project Manager installing new electronic security systems for a federal government contractor consisting of an access control system and intrusion detection system (motion sensors, door contacts, glass break detectors, and tamper devices). Led regular meetings to coordinate efforts with the general contractor and other trades, provided solutions for scope and design requirements, supervised the installation team, managed stakeholder relationships, supervised the budget, coordinated training, and commissioned the systems; 2018



Andreas Haefner

Manager



Andreas Haefner has 12 years of work experience in the aviation industry, including extensive knowledge in the areas of airport operations, information technology and innovation programs. He has successfully implemented strategic planning services, delivered innovative information technology programs, optimized passenger and airside operations, and managed multiple large-scale information technology projects at large and medium sized airports around the world.

Most recently, Andreas has worked for Los Angeles World Airports to successfully deliver the information technology segment at LAX for the satellite concourse and terminal 1 expansion, and the airport police facility. Andreas has extensive expertise in business intelligence, security systems, and innovative strategies in the aviation space. Before M2P, Andreas successfully delivered multiple large programs in Europe, the Middle East, and North America.

RELEVANT PROJECT EXAMPLES

Subject Matter Expert Data Strategy Airport – San Francisco International Airport Integrated Operations Center (AIOC) – Responsible for multiple technology and data workstreams for the new AIOC at SFO.

Subject Matter Expert Information Technology Operational Readiness – TBIT West Gates, Terminal 1.5, Security Badge Office, Airport Police Facility – Los Angeles International Airport – Responsible for design and development of the information technology operational readiness program for multiple facilities at LAX. Andreas also provides ongoing IT advisory support to the airport.

Subject Matter Expert Information Technology – Reno International Airport Strategy and Digital Transformation with a focus on data analytics and digital innovations.

Project Manager – Optimization Check-In Hall Birmingham Intl. Airport (United Kingdom) – Developed a strategy to re-design the check-in hall and balance the demand for low-cost and legacy carriers operating out of check-in hall at Terminal 1.

Project Manager Information Technology - Berlin International Airport – Managed the implementation of Common Use Systems (CUTE, CUPPs, CUSS), Security Systems including ACAMS and VMS, and managed the strategy for IT Readiness.

Program Manager Business Analytics Program - Helsinki International Airport – Responsible for implementation of a companywide business analytics platform for all Finnish airports incorporating all business functions and stakeholder requirements.

Subject Matter Expert Business Analytics Platform – Oslo International Airport

Managed the implementation of an operations centric business analytics platform and optimization program touching security control, transfer streams and other arrival and departure processes.





John Pratt

Senior Robotics Engineer and Chief Technology Officer | Pattern Labs

An experienced developer and leader who enjoys solving challenging technical problems in a dynamic and fluid environment.

Work History

Pattern Labs Chief Technology Officer - Aug 2021–Present

Tortuga AgTech, Software Lead - Mar 2021–Sept 2021

Amazon, Senior Robotics Software Engineer, - Oct 2020–Mar 2021

CANVAS Technology - Acquired by Amazon

- Software Engineering Manager, Apr 2019 - Oct 2020
- Head Of Software Development, Dec 2018 - Apr 2019
- Robotics Embedded Software Engineer, Jul 2016 - Dec 2018
 - Developer on the Perception team that provides the computer vision and SLAM components for the CANVAS system (Adding validation code to verify correct algorithm performance; Developing calibration routines, SLAM features and enhancements.)
 - Firmware team lead and developer for embedded firmware on the microprocessors controlling the platform hardware and motors. (Implemented firmware update process including image management, automated updates, failure handling and boot loader functions; Built firmware infrastructure providing module encapsulation and common system services such as timers and communications.)
 - Primary developer for stereo camera system (Firmware and synthesized logic for camera subsystems; Develop and maintain HLS code for initial camera processing functions)

Qualcomm

- Senior Staff Engineer/Manager - Sep 2013 - Jul 2016 – WCDMA Modem FW Developer (Advanced receiver physical layer software-defined radio developer and team lead; Control, timing and receiver management firmware; Supported multiple modem derivatives in several chipsets)
- Senior Staff Engineer/Manager - Oct 2011 - Sep 2013 – Engineering lead for a group of 4-6 innovative projects, similar to an R&D organization
- Staff Engineer, Jun 2009 - Oct 2011

Education

- University of Colorado Boulder, BS, Electrical and Computer Engineering, 2000 - 2005
- University of Colorado Boulder MS, Electrical Engineering, 2000 - 2005





John Klingner

Robotics Engineer | Pattern Labs

About

My PhD is on distributed and decentralized algorithms in robotics. I have developed the Droplet swarm robotics platform (github.com/correlllab/cu-droplet) to test these algorithms.

Most of my experience is in the embedded C my robots run; both algorithm development and low-level interfacing with sensors and hardware.

Analysis of these algorithms has been a big part of my research, with a focus on algorithm scalability (in the number of robots involved) among other metrics. This data analysis was primarily performed with Python and Mathematica. I have some experience with computer vision tools, used to collect data.

I have experience with electrical design/PCB layouts (using Altium and Kicad), including the Droplets' circuit board. I enjoy the challenge of making a PCB as small as possible, and have done additional contract work in this area.

I have experience with 3D modeling (using Solidworks), including designing the Droplets' shell, and have experience using 3D printers, laser cutters, and a 4-axis mill.

I put a high priority on clear and informative data visualizations and figures, and have a lot of experience using LaTeX and TikZ to achieve visualizations up to my standards.

Work History

Pattern Labs, Robotics Engineer, April 2022–Present

Amazon Robotics, Motion Planning Scientist, Mar 2019 - Apr 2022

CANVAS Technology, Motion Planning Scientist, Jan 2019 - Mar 2019

Robotic Materials Inc., CAD/PCB Design Engineer - Aug 2017 - Jan 2019

Education

- University of Colorado Boulder PhD, Computer Science, 2012 - 2018
- Cornell College, BA, Computer Science, Physics, and Mathematics, 2008 - 2012



Bob Logan

Bob Logan has worked with Business Intelligence (BI), Data Warehouse (DW) and Decision Support (DSS) applications since 1979, implementing such systems for many large corporations throughout the world. Bob was Director of OLAP Products for the Oracle EMEA region from 1995, before founding Rockport Software in 1997. Before this, Bob had various responsibilities at Information Resources Inc. (IRI), as consultant, UK consulting manager, with appointment to the Board of IRI UK, and as a vice president of IRI worldwide. Bob has a BSc (Hons 2.1) in Mathematics and a Masters in Business Administration (MBA) (Henley Business School). Bob has over 20 years' experience of aviation projects.

June 1997 to date	Rockport Software CEO - Established Rockport Software as a BI consulting company, serving such customers as Heathrow Airport, Experian, GE Healthcare, Legal & General, Michelin, Societe Generale, Yahoo! Europe. Applications typically include data warehouse, management reporting, modelling and analysis, and budgeting, forecasting and planning. Typical users are finance, marketing, sales, operations. Projects at Heathrow Airport include (2006 to date): 1. Baggage Performance Management. 2. Development of Heathrow Common Information Model including Baggage, Passenger and Plan models. 3. Development of Business Intelligence principles and strategy for Heathrow. 4. Security Open Architecture Airports Council International (ACI): 1. Vice chair of the Airports Council (ACI) ACRIS Semantic Model Community of Practice. 2. Active participation in various ACI projects, including Semantic Model, Asset Management, API Shop, Seamless Travel, Airport Capability Model, Airport Geospatial Information Model, Passenger Wait Times. 3. Active participation and project lead in various workstreams in the IATA/ACI Baggage Broker Project, including Schiphol, Munich, Frankfurt and Changi Airports. 4. New Frontier / AirportShare
July 1995 – June 1997	Oracle Corporation Director of OLAP Products (EMEA) Responsibility for Oracle OLAP products across Europe, Middle East, Africa in cooperation with senior BI management team. Guidance provided on the design, project management and implementation of last scale applications such as Activity Based Costing system at Telecom Italia in Rome Italy, and Emirates Airlines yield management data warehouse in Dubai.



Richard Todd

Richard joined Rockport Software as a graduate in 1999 and now, as Chief Technology Officer (CTO), manages the design and development of various Decision Intelligence products and applications for a number of clients. Richard has extensive experience in Oracle BI technology and applications, and their application in Operations, Finance and in Sales and Marketing for a number of international clients. Richard has over 20 years' experience with aviation projects.

2012-date	Rockport Software CTO - Richard was appointed Technical Director for Rockport Software in March 2012. Richard is responsible for product management and development of Rockport's software products, including the Baggage Broker for IATA Bag messaging in support of IATA RP 1755, Rockport's aviation reference data repository, and the Rockport Digital Twin platform. Richard has many years' experience of Business and Decision Intelligence systems and applications at many global clients. Also Responsible for development of New Frontier / AirportShare platform with ACI.
1999-2012	Business Intelligence Graduate Consultant, Consultant, Senior Consultant, Rockport Software, U.K. – Richard progressed from graduate consultant to senior consultant having worked on a number of large international customers, particularly with Oracle Data Warehouse, Oracle Financial Analyzer (OFA) on a variety of management reporting, analysis and budgeting projects. • Heathrow – Airport Data Repository: Responsible for the design, development and implementation of the ADR application. • L3 – Project Costing: Supports the current implementation of the Project Costing application at L3 Communications. • Thales – Project Costing: Developed and supported the Project Costing application at Thales Training and Simulation. • Yahoo! Mobile Europe – Customer Data Mart: Designed and implemented a customer analysis data mart including method of selecting customers and analyzing campaign effectiveness through lifetime value (LTV) and recency, frequency and monetary value (RFM). • Yahoo! Europe – Finance: Design of the weekly bookings reporting application, providing Yahoo! Europe management with visibility of all the Yahoo! Web page characteristics and performance against targets. • Manchester Airport: Designed and implemented a management reporting application in OFA with automated links to Oracle Financials. • Société Générale France and UK: Participated in the Rockport team in developing, maintaining and supporting the activity-based budgeting and reporting application in OFA, both in France and in the UK.
1995-1999	University of Nottingham (UK) - MSci Physics (1st Class)
2002-2003	Association of Certified Chartered Accountants (UK) - Certified Diploma in Financial Management, CdFM



Andy Johnson

Andy has been Chief Operating Officer (COO) at Rockport Software since co-founding the company in 1997. He has strong business analysis, project management, people management and technical skills. His technical expertise is mainly with Business Intelligence and Data Warehousing products. Andy started his IT career in 1985 at Unilever where he worked in a Systems Development role on Marketing Analysis projects. He joined IRI Software, the original authors of Oracle Express, in 1987. He held various consulting roles up to Principal Consultant before becoming a Consulting Manager in 1992. Andy joined Oracle Corporation in 1995, when Oracle acquired IRI Software's OLAP business. He managed the UK OLAP Consulting Practice until he left Oracle in June 1997. Andy has over 20 years' experience with aviation projects.

June 1997 to date	Rockport Software COO Architect responsible for the Oracle platform for the Airport Data Repository at Heathrow Airport. Technologies included Grid Infrastructure, Real Application Clusters (RAC), Active Data Guard and GoldenGate. Assessment of cloud platform capabilities for Heathrow Airport, and strategic recommendations for migrating data repositories and BI capabilities to the cloud. Responsible for the cloud based OBIEE Key Performance Indicator (KPI) application for Heathrow. Design and implementation of Business Intelligence systems and applications for many international organizations, including Unilever, Novartis, Societe Generale, Development of budgeting and reporting systems for various customers, including Lloyds Bank and Legal and General Insurance. Database design and development of Oracle data warehouse for large telecom company. Higher education institution – database design and development of Oracle data warehouse and reporting tools. New Frontier / AirportShare project management and infrastructure design and development.
Sept 1996 – June 1997	Oracle Corporation - Practice Manager, UK OLAP Consulting Practice. - Responsibility for development and management of all Oracle OLAP (On Line Analytical Processing) consultants in the UK.
July 1995 – Sep 1997	Oracle Corporation - Consulting Manager – Major Accounts - Responsibility for management of a team of Oracle OLAP consultants. Involved in development and management of staff, and client management.
1992 – 1995	IRI Software - Consulting Manager, Manufacturing Business Group - Responsibility for all consulting activity within IRI's largest business group. Responsibility for staff management, client and project management, including some hands-on consulting.



Chad Fotta
IT Systems Specialist



Key Responsibilities: Carrying out day to day networking operations under the direction of the Greater Orlando Aviation Authority IT team (currently serving under an existing contract under a different prime contractor)

Previous Experience

June 2016 - Present / IT Systems Specialist – ServiceTec

- Provide IT Network & Server Support monitoring and Telecommunications monitoring services of various GOAA systems at the direction of Greater Orlando Aviation Authority and as defined in the contracts Statement of Work (SOW).
- Monitor and support over 700+ users in a Microsoft Windows business enterprise environment supporting a mission-critical network including servers, routers, switches and firewalls.
- Participate, as a member of the 24X7X365 ITOC team, to perform monitoring, troubleshooting and resolution duties assigned to the team.
- Perform hands and eyes services that are tracked via support tickets.
- Managing VMWare and other virtual server environments
- Configuring and managing routers, switches and firewalls

2008 – 2016 / IT Director | Sr. Network Administrator – Wellington Resort Management

- Planned, organized, direct, and control the activities of the operation function of the IT division of all onsite support technicians for all internal workstations, printers and servers.
- Work with end user to correct any hardware or software related issues and maintained, repair all computer equipment and local printers.
- Backup support for phone system and after hour's server failures.
- Expanded Network and installed fiber to all newly built hotel buildings for data and phone system services.

Qualifications and Skills

- MCSE Certification
- MCP Certification
- A+ - NET+ Certification
- Systems: Windows 2000-2008 Server, Windows XP, Windows Vista, Windows 7, Windows 8, UNIX (SunOS, HP-UX), Linux (Ubuntu, Red Hat).
- Languages: HTML, PHP, JavaScript, Linux/Unix shell script.
- Software: Microsoft Office Suite 2003-2016, Open Office, Adobe Photoshop, Adobe Dreamweaver.
- Networking: Active Directory, TCP/IP, CISCO Hardware Management, SQL Servers, Networking cabling



Tatyana James

Jr. IT Systems Specialist



Key Responsibilities: Carrying out day to day Networking operations under the direction of the Greater Orlando Aviation Authority IT team (currently serving under an existing contract under a different prime contractor)

Previous Experience

May 2022 - Present / IT Systems Specialist - ServiceTec

- Provide IT Network & Server Support monitoring and Telecommunications monitoring services of various GOAA systems at the direction of Greater Orlando Aviation Authority and as defined in the contracts Statement of Work (SOW).
- Monitor and support over 700+ users in a Microsoft Windows business enterprise environment supporting a mission-critical network including servers, routers, switches and firewalls.
- Participate, as a member of the 24X7X365 ITOC team, to perform monitoring, troubleshooting and resolution duties assigned to the team.
- Perform hands and eyes services that are tracked via support tickets.
- Managing VMWare and other virtual server environments
- Configuring and managing routers, switches and firewalls

April 2021 – May 2022 / Technical Analyst – CereCore

- Provided technical support to HCA Healthcare staff, nurses and physicians
- Reimaged devices and installed softwares and apps
- Performed printer installation and maintenance
- Utilized Active Directory for user account management
- Monitored Servers through SolarWinds
- Hardware troubleshooting and device maintenance
- Inventory and documentation
- Physically installed hospitality TVs in patient rooms
- Maintained and installed VoIP and wireless devices

September 2020 – March 2021 / Computer Technician – Cypress Elementary School

August 2019 – September 2020 / IT Specialist – Family Life Academy Charter School II

October 2018 – December 2018 / Tech Intern – Heketi Charter School

Qualifications and Skills

- CompTIA A+ Certification
- Systems: Windows 2000-2008 Server, Windows XP, Windows Vista, Windows 7, Windows 8, UNIX (SunOS, HP-UX), Linux (Ubuntu, Red Hat).
- Languages: HTML, PHP, JavaScript, Linux/Unix shell script.
- Software: Microsoft Office Suite 2003-2016, Open Office, Adobe Photoshop, Adobe Dreamweaver.
- Networking: Active Directory, TCP/IP, CISCO Hardware Management, SQL Servers, Networking cabling
- Software, Switch and Router Installation
- Network and Protocol Knowledge
- VoIP communication

Luis Zaya

Telecommunications Technician



Key Responsibilities: Carrying out day to day Telecommunications operations under the direction of the Greater Orlando Aviation Authority IT team (currently serving under an existing contract under a different prime contractor)

Previous Experience

October 2019 to Present / Telecommunications Technician – ServiceTec

- Responsible for pulling, terminating, documenting, and testing all phone, copper and fiber circuits.
- Performs and completes work orders and customer service tickets in a timely manner
- Provides day-to-day customer support are tracked via support ticket.
- Provides on-site support for Nortel CS1000 PBX & Avaya CM
- Responds to telephone system trouble calls as needed to maintain customer service levels
- Experiences reading and navigating building floor plans, office or room area layouts, or other relevant space schematics

August 2018 to April 2019 / Telecom Technician - Comtel Networks

- Lead technician specialized in communication systems.
- Responsible for the Installation, maintenance, termination and troubleshooting of Cat5e, Cat6 and Fiber Optic Cable for various commercial business
- Provided IT services such as cabling, in the medical industry as well as Government agencies in Orange and Osceola County.

March 2015 to August 2018 / Lead Technician/Manager - Energized Systems

- Install, maintain and troubleshoot Local Area Networks, Wide Area Networks and data communications equipment.
- Analyze and fix network-related problems reported by users.
- Deploy and troubleshoot wireless Cisco equipment
- Installation, maintenance, termination and troubleshooting of Cat5e, Cat6 and Fiber Optic Cable, install, troubleshoot and maintenance of fiber optic cabling.
- Installation of access control systems.

Qualifications and Skills

- ITT Technical institute - A.A.S in Network Systems Administration - 2013
- Microsoft Excel, Word
- Hand Tools
- Cisco
- Cat5e, Cat6
- Wireless deployment
- Network cabling installation
- PBX and key systems
- Video conferencing
- Military Service - United States Army, Rank: E-6
- Obtained top secret clearance, badged at Orlando International Airport (GOAA).





Joseph Hall II

Principal / Founder

Joseph Hall II is the founder and Managing Member of TriOrb Solutions LLC with over 25 plus years of experience in technical expertise cultivated from a background of technical education, professional occupations, and a background in the military.

RECENT PROJECT EXPERIENCE

VA Bay Pines Data Network Cable Installation Services (2019-Present)

We are providing various low voltage wiring and installation services to 10 VA hospitals/clinics from St. Petersburg to Naples, FL. We install data, voice and fiber cables to complex data/communication cabling backbone for the Department of Veterans Affairs. We configure the new wiring blocks, equipment rack setups and installations, cable paths, cable installations and cable termination, labeling and testing.

FDOT Bartow District One Headquarters Cabling Project (11/2020-07/2021)

Our consultants will removed 1100 drops of existing data and voice cables. We installed 1100 new Cat 6A data and voice the second and third floors. We configure the new wiring blocks, equipment rack setups and installations, cable paths, cable installations and cable termination, labeling and cable certification testing.

Orange County Public Schools (OCPS) Electronic Security Services (11/2020-07/2021)

We monitor, maintain, repair and service electronic and physical security devices, systems, and technologies to include but not limited to access control systems, card readers and security cameras for 290+ schools at OCPS. They professionally install and service IP (internet protocol) camera systems, card access control panels and readers. We also provide basic programming of devices, systems, and technologies to include the AMAG access management system and video management system.

OCPS Radio System Enhancements (06/2019-06/2022)

We were responsible for installation of the Districts' enterprise-wide radio enhancement DAS/BDA (Distributed Antenna Systems/Building Distributed Antenna) systems and technologies at all school district facilities in throughout Orange County, Florida. We ran coaxial and fiber for the multiple BDA throughout the middle and high schools.

HP SITEC Enterprise Data - US Special Operations Command MacDill, AFB, Citrix Team Lead/SME (07/2010-12/2012)

Performed 24/7 operations of global IT support for classified and non-classified networks at the USSOCOM HP SITEC Data Center. Implemented IA/security STIGs on all servers to SOCOM support requirements. Monitored vulnerability test /risk analyses of Citrix systems and applications during all phases of the system development life cycle.



Education and Certifications

- Masters in Information Systems Management – Big Data, Walden University (2014)
- Bachelor's of Science, Technology Management, St. Petersburg College (2003)
- Associate of Science, Microsoft Certified Systems Engineer 2000/Database Administration, SouthWest Florida College, Tampa, FL (2002)
- A.S, Computer Information Systems Analysis-Computer Programming, St. Petersburg College, St. Petersburg, FL (06/2002)
- CompTIA A+
- Citrix Certified Administrator
- Microsoft Certified Professional
- ITIL Foundations V3
- ADRF DAS Certified
- Zinwave DAS Certified
- Tier 1 Installer Certification (NCTI – National Certification)
- BICSI Installer Course

Years of Experience: 25+
In Aviation-related Projects: 0





Kamel Yachefoune

Telecommunications Lead

[Back to TOC](#)



Kamel is a Telecom Project Lead facilitating multiple projects while providing constructive oversight and comprehensive technical assistance. Experience in installation, configuration, and troubleshooting security equipment and systems including video, wireless, networking hardware, cabling, and power components. Skilled in deployment, installation, testing, troubleshooting and support of voice, data, audio video, CCTV, and security in the commercial and government sectors.

RECENT PROJECT EXPERIENCE

Orange County Public Schools Embedded Technician Electronic Security Services (062019-Present)

We monitor, maintain, repair and service electronic and physical security devices, systems, and technologies to include but not limited to access control systems, card readers and security cameras for 290+ schools at OCPS. Our team install camera systems, card access control panels and readers. We also provide basic programming of devices, systems, and technologies to include the AMAG access management system and video management system.

Punta Gorda Fire Dept Access Control / Camera / Cabling Project (09/2021-11/2021)

We install network closet rack, 30 Cat 6 drops, 15 Lenel access control devices/system and 15 CCTV cameras. We removed 65 existing data and voice cables. We installed new data and voice to a new location. We configure the new wiring blocks, equipment rack setups and installations, cable paths, cable installations and cable termination, labeling and testing.

Dollar Tree/Family Dollar Ocala Warehouse Access Control Project (10/2020-10/2020)

We installed (4) Dual Magnetic Locks, (17) Schlage maglocks, HID Readers, DPS and REX PIR. We also installed (20) Door Contacts Admin Area, 1000ft of 22/4 Plenum (16) Door Contacts Warehouse, EMT (28) Install Pedestrian and OHD Door Contacts Warehouse Area, (2)16/4 UN Shielded Underground Cable 2000ft. to Pump house and Guard House.

OCPS Radio System Enhancements (06/2019-06/2022)

We were responsible for installation of the Districts' enterprise-wide radio enhancement DAS/BDA (Distributed Antenna Systems/Building Distributed Antenna) systems and technologies at all school district facilities in throughout Orange County, Florida. We ran coaxial and fiber for the multiple BDA throughout the schools. We have low voltage technicians supporting this project.

OCPS Data Communication Projects for Construction Management (CM) At Risk Services (11/2019-11/2024)

We managed the installation of Distributed Control Systems, Distributed Antenna Systems and low voltage support with Wharton Smith, Inc. to provide districtwide construction management services ensure the integration of technology equipment and services. We ensured all telecommunication cables were ran to code during the installation.

Education and Certifications

- AA - General Studies - Prince George's Community College, Largo, MD (12/2006)
- Software House 800/9000 – Intellex
- AMAG systems
- I-STAR systems
- HONEYWELL systems
- Intrusion Detection systems

Years of Experience: 17+
In Aviation-related Projects: 0



Jonathan Kilpatrick

Cyber Security Project Management, QA/QC

Thirty years of experience in the technology industry leading technology and process improvement implementations; Proven technology leader responsible for \$50 million annual budget: Possess and maintain Top Secret/SCI clearance.

EXPERIENCE**Trulight**

2018-Present

Founder / CEO and lead consultant for Technology Strategy and Cyber Security risk management.

City of Tallahassee

Chief Information Officer

2016-2019

Responsible for all aspects of technology development and implementation for City of Tallahassee. Lead the merger of the Utility Technology team with Information System Services to create the Technology and Innovation Department with a staff of 153 and \$50 million annual budget. Implemented \$5.4 million SCADA system upgrade. Implemented technologies that transformed the way the City of Tallahassee does business internally and engages with City citizens.

Business and Technology Development Manager

Jun 2009 – Jan 2016

Manage and direct the Information Technology resources for the City of Tallahassee Underground Utilities to include Technology Development, Geographic Information Systems (GIS) and SCADA design, development and maintenance. Serve as a member of Underground Utilities Strategic Management team to set direction and priorities for the department.

Florida Dept. of Consumer Services

Division Information Officer

Manage the Information Technology resources for the Division of Standards in the Department of Agriculture and Consumer Services. Supervise all IT staff within the Division. Manage the Division technology budget. Evaluate new employees, new technologies, and new procedures. Responsible for the IT needs of approximately 200 Division employees, 140 of which are located outside the home office. Develop long range plans and budgets for the Division of Standards' IT needs.

Florida Dept. of Highway Safety and Motor Vehicles

1995-2005

Progressively increasing responsibilities within the Department of Highway Safety and Motor Vehicles' Data Center. Including development, implementation, and maintenance of online and batch applications.

EDUCATION AND CERTIFICATION

Troy University, Master of Business Administration

Troy University Bachelor of Science, Computer and Information Science / Mathematics

Top Secret / SCI Clearance



Aaron Rosenmund
Cyber Security Operations

Aaron M. Rosenmund is a cyber security operations subject matter expert, with a background in federal and business defensive and offensive cyber operations and system automation. Leveraging his administration and automation experience, Aaron actively contributes to multiple open and closed source security operation platform projects and continues to create tools and content to benefit the community. As an educator & cyber security researcher at Pluralsight, he is focused on advancing cyber security workforce and technologies for business and national enterprises alike. In support of the Air National Guard, he contributes those skills part time in various initiatives to defend the nation in cyberspace. Certifications: GIAC GCIA, GIAC GCED, CCNA Cyber Operations, Pentest+, CySa

ExperienceHead of Research and Content Development: Security | Pluralsight March 20 to Present

Creation of Security Event Triage threat emulation scenario and content Research advanced threats and emerging capabilities for emulation and detection Responsibilities Participate and contribute to the open-source security community Develop Splunk SIEM ES capabilities for Incident Response and Threat Hunting Incident response and red team operations interactive content creation.

Sr. Security Consultant | Trulight, Nov 19 to Dec 2020

Lead IR - for ReEvil live actor incident response (manufacturing) 19` Responsibilities Lead Pentest Health Services Exchange Azure Infrastructure and Application Pentest 19` Lead IR - Account compromise response & actor infrastructure takedown 20` Lead Pentester - Florida DFS on prem and hosted web applications 20`

Cyber Defense Operations Lead (DCI) | Florida Air National Guard - May 2016 to Present

Build, maintain & train enterprise system for detection, analysis and incident response Analyze threat intelligence to develop and run tailored hunt operations and emulation | State Red Team Lead for Cyber Shield 2019: National Lead 20 & 21 | Florida ANG component incident response for SLTT organizations | Cyber Shield technical lead for Florida - National 1,200-person Blue team exercise.

Education & Professional Development

- GCED GIAC Certified Enterprise Defender Analyst# 2919
- CCNA Cyber Operations CSCO13193357
- Certifications CompTIA Security + Candidate ID: COMP001020890630
- CompTIA Pentest + Candidate ID: COMP001020890630
- CompTIA CySA + Candidate ID: COMP001020890630
- Excelsior May 2019 Bachelor's of Science in Technology Computer Technologies Specialty
- Community College of the Air Force – 2018

Research & Presentation Examples

- RSAC21 – Ransomware: Creation, Detection, and Response
- Ford Cyber Security Summit Keynote Passwords, Phishing, & Retribution 20` · Verizon Cyber Security Webinar Modern Cyber Security: Beyond the Frameworks 20`
- RSAC20 Air Gap Hopping with Musical Fans Proving False Sense of Security
<https://www.youtube.com/watch?v=eYFg3glFIVA> (POC for out of band C2 Channel)



Appendix C: Forms

On the pages that follow, we have included the forms required by the Aviation Authority.

1. Respondent's Certification Form
 2. Addendum Receipt Verification
 3. Conflict of Interest Disclosure Form
 4. Certification Regarding Prohibition Against Contracting with Scrutinized Companies
 5. E-Verification Certification Form
 6. MWBE Forms (*Not Provided Per Q/A Answers; See Separate Action Plan*)
 7. Current W9
- Proof of Insurance



1. Respondent's Certification Form

I have carefully examined the Solicitation and any other documents accompanying or made a part of this Solicitations.

I hereby propose to furnish the goods or services specified in this Solicitation at the prices or rates quoted in my submittal. I agree that my submittal will remain firm for a period of up to one-hundred-twenty (120) days in order to allow the Aviation Authority adequate time to evaluate the submittals.

I certify that all information contained in this Solicitation is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this Solicitation on behalf of the Respondent as its act and deed and that the Respondent is ready, willing and able to perform if awarded the Contract.

I certify, under oath, that this Solicitation is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a Solicitation for the same product or service. I further certify that no officer, employee or agent of the Aviation Authority or any other Respondent has a financial interest in this Solicitation. I further certify that the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Company

Barich, Inc.

Bidder's Signature

Justin Phyl

Print Name and Title

Justin Phyl
President

Address:

2241 E. Pecos Rd.
Ste 2,
Chandler, AZ 85225

Date

09/12/23

Duns Number

[Redacted]

Federal Tax Id Number

[Redacted]

Email:

justin.phyl@barich.net

The Aviation Authority only requires Company Federal Tax Id numbers. The Aviation Authority is not requesting individual social security numbers

Sworn to and subscribed before me by means of:

☒ physical presence or ☐ online notarization

this day of 12 September 2023

by Justin Phyl who is

☐ Personally Known; or ☒ Produced Identification. Type of identification produced: [Check applicable box to satisfy identification requirement of FLA. Stat. §117.05)
STATE OF FLORIDA)

COUNTY OF

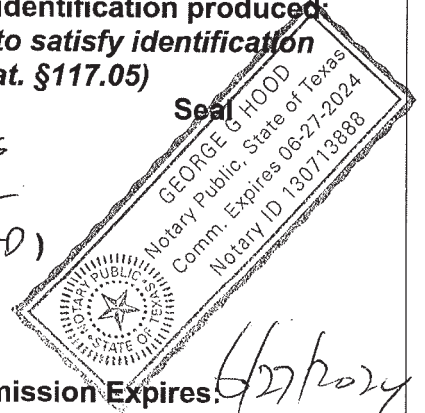
(Ft. Bend)

Notary Public My Commission Expires.

6/27/2024

Printed, typed or stamped commissioned name of Notary Public)

George G. Hood



2. Addendum Receipt Verification

Respondents must acknowledge each addenda on this form and include with your Response submittal. Failure to acknowledge and upload EACH addenda may result in a non-responsive Response. The undersigned acknowledges receipt of the following addenda to the Documents (Give number and date of each):

Addendum No. <u>1</u>	Dated <u>Aug 21, 2023 6:21 AM</u>
Addendum No. <u>2</u>	Dated <u>Aug 25, 2023 5:18 AM</u>
Addendum No. <u>3</u>	Dated <u>Aug 25, 2023 7:01 AM</u>
Addendum No. <u>4</u>	Dated <u>Sep 4, 2023 10:05 AM</u>
Addendum No. <u>5</u>	Dated <u>Sep 5, 2023 8:27 AM</u>
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____
Addendum No. _____	Dated _____

Barich, Inc.
Company

Signature
Justin Phy
Print Name
President
Title

3. Conflict of Interest Disclosure Form

The award of this Contract is subject to the provisions of Chapter 112, Florida Statutes. All Respondents must disclose within their Response the name of any officer, director, employee or agent (or their spouse or child) who is also an employee or officer of the Aviation Authority.

By submission of this Response, the undersigned certifies, under penalty of perjury, that to the best of their knowledge and belief, have met the Florida Statute.

Comments:

Acknowledged by:

Justin Phy, President

Firm Name:

Barich, Inc.

Signature of Authorized Representative:



Name and Title (Print or Type):

Justin Phy, President

Date:

9 / 11 / 23

4. Certification Regarding Prohibition Against Contracting with Scrutinized Companies

I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies that Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this solicitation is for a Contract for goods or services of one million dollars or more, I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the Aviation Authority may immediately terminate any Contract resulting from this solicitation upon written notice if the undersigned entity (or any of those related entities of Respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any Contract for goods or services of one million dollars or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

Name of Respondent: Barich, Inc.

By: 
(Authorized Signature)

Title: President

Date: 9/11/23

5. E-Verification Certification Form

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use the Employment Eligibility Verification System (E-Verify) to verify the work authorization status of all newly hired employees. The E-Verify system can be obtained at the U.S. Department of Homeland Security website: <http://www/dhs.gov/E-Verify>.

"Contractor" means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration (also referred to as Bidder, Vendor or Contractor).

"Subcontractor" means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration (also referred to as Sub-Vendor or Sub-Contractor).

Vendor/Contractor/Subcontractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

- All persons employed by Vendor/Contractor/Sub-Contractor during the term of the contract, (including assigned sub-vendors/sub-contractors/sub-contractors), to perform employment duties within Florida and any work in pursuant to the contract with the Aviation Authority.

By entering into a contract with the Aviation Authority, the Contractor/Contractor becomes obligated to comply with the provisions of Section 2. Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien.

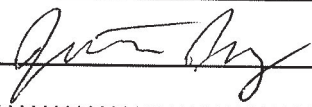
The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of resulting contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court of Orange County, Florida no later than 20 calendar days after the date of termination. If the resulting contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

I hereby acknowledge and agree that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the resulting contract with the Greater Orlando Aviation Authority.

Company Name: Barich, Inc.

Authorized Name: Justin Phy

Title: President

Signature: 

Date

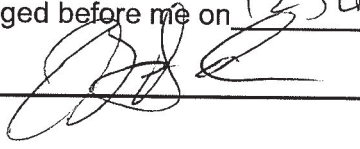
09/12/23

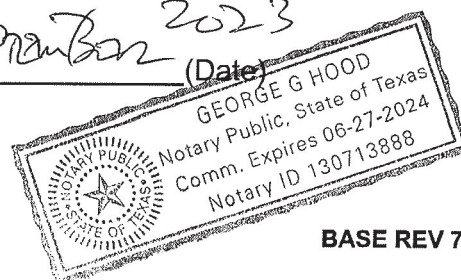
State of Texas

County of Harris

This instrument was acknowledged before me on 12 September 2023

(Date)

Notary Public Signature 



Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Barich Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

2241 E PECOS RD STE - 2

Requester's name and address (optional)

6 City, state, and ZIP code

CHANDLER, AZ 85225

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

□ □ □ - □ □ - □ □ □ □

or

Employer identification number

□ □ - □ □ □ □ □ □ □ □

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign
Here

Signature of
U.S. person ►

Cathy White

Date ► March 30, 2023

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/05/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER AP INTEGO INSURANCE GROUP, LLC 375 Woodcliff Dr. Suite 103 Fairport NY 14450		CONTACT NAME: AP Intego Insurance Group, LLC PHONE (A/C, No, Ext): 888-289-2939 E-MAIL ADDRESS: certs@apintego.com FAX (A/C, No):	
INSURED Barich Inc 2241 E Pecos Rd Suite 2 Chandler AZ 85225		INSURER(S) AFFORDING COVERAGE INSURER A: Technology Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 42376	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY ☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR ☐ GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC	☐	☐				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS	☐	☐				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$	☐	☐				EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICE/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☐	N/A ☐	TWC4298721	09/02/2023	09/02/2024	☒ WC STATUTORY LIMITS ☐ OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
		☐	☐				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Greater Orlando Aviation Authority - Construction c/o Vertikal RMS, Inc.

1001 E 101st Terr, Ste 235

Kansas City MO 64131

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2010 ACORD CORPORATION. All rights reserved.

ACORD 25 (2010/05)

The ACORD name and logo are registered marks of ACORD

Clear All



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/22/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER McDonald & Wessendorff Insurance 611 Morton Street Richmond TX 77469	CONTACT NAME: Shanda Conroy PHONE (A/C, No, Ext): (281) 342-2857 E-MAIL ADDRESS: shanda@mcwess.com FAX (A/C, No): (281) 342-7367
INSURED Barich, Inc 2241 E Pecos Rd Suite 2 Chandler AZ 85225	INSURER(S) AFFORDING COVERAGE INSURER A: Certain Underwriters At Lloyds INSURER B: Evanston Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 32727 35378

COVERAGES**CERTIFICATE NUMBER:** CL2292122858**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			ESL1239527680	09/23/2022	09/23/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			ESL1239527680	09/23/2022	09/23/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	☒ UMBRELLA LIAB ☒ EXCESS LIAB DED RETENTION \$ ☒ OCCUR ☐ CLAIMS-MADE			MKLV4EUL104134	09/23/2022	09/23/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☐	N / A				PER STATUTE E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			ESL1239527680	09/23/2022	09/23/2023	Each Claim 2,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The general liability, professional liability, and auto liability policies include a blanket automatic additional insured endorsement that provides additional insured status to the certificate holder only when there is a written contract between the named insured and the certificate holder that requires such status. The general liability policy contains a special endorsement with "primary and non-contributory" wording. The general liability, professional liability, and auto liability policies include a blanket automatic waiver of subrogation endorsement that provides this feature only when there is a written contract between the named insured and the certificate holder that requires it.

CERTIFICATE HOLDER**CANCELLATION**Greater Orlando Aviation Authority-Construction CFID#403630
P.O. Box 140528

Orlando

FL 32827

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.