# GREATER ORLANDO AVIATION AUTHORITY

**REQUEST FOR RESPONSE (RFP)**

**PROFESSIONAL SERVICES**

**24-101-RFP**
**INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES**

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**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
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**Exhibit 1** **FORM OF PROFESSIONAL SERVICES AGREEMENT**

**THIS AGREEMENT,** made and entered into as of the May 31, 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 **FAITH GROUP CONSULTING, LLC**, (the "Consultant"), with a business address at **3101 S. Hanley Road, St. Louis, MO 63143**, (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 if 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: Faith Group
3101 S Hanley Rd
St Louis, MO, 63143

Attention: Zach Varwig

With copy to: Faith Group
3101 S Hanley Rd
St Louis, MO, 63143

Attention: Zach Varwig

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: _____ By: _____

Title: _____ Title: CEO

Date: _____ Date: May 31, 2024

[Official Seal]

"**CONSULTANT"**

ATTEST

By: _____ By: _____

Title: _____ Title: Principal

Date: _____ Date: May 23, 2024

[Corporate Seal]

**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

By: _____

Date: May 24, 2024

## 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 Situator / 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 | $115.00 |
| 2 | Associate Business Analyst | Hourly | $104.00 |
| 3 | Business Analyst | Hourly | $119.00 |
| 4 | Clerical | Hourly | $50.00 |
| 5 | Consultant | Hourly | $135.00 |
| 6 | Contract Administrator | Hourly | $70.00 |
| 7 | Design Technician | Hourly | $85.00 |
| 8 | Database Administrator | Hourly | $115.00 |
| 9 | GIS Admin/Analyst | Hourly | $100.00 |
| 10 | IT Architect | Hourly | $150.00 |
| 11 | IT Buyer | Hourly | $80.00 |
| 12 | IT Contracts Administrator | Hourly | $85.00 |
| 13 | IT Contracts Manager | Hourly | $125.00 |
| 14 | IT Systems Specialist | Hourly | $107.00 |
| 15 | Network Engineer | Hourly | $120.00 |

| | | | |
|---|---|---|---|
| 16 | Principal | Hourly | $275.00 |
| 17 | Principal Consultant II | Hourly | $235.00 |
| 18 | Program/Project Manager | Hourly | $210.00 |
| 19 | Project Coordinator | Hourly | $100.00 |
| 20 | Project Manager | Hourly | $165.00 |
| 21 | Project-Program Coordinator | Hourly | $100.00 |
| 22 | Senior Consultant | Hourly | $151.00 |
| 23 | Senior Managing Consultant | Hourly | $190.00 |
| 24 | Senior Project Manager | Hourly | $195.00 |
| 25 | Service Desk Representative | Hourly | $77.00 |
| 26 | Sr. App. Prog./Analyst | Hourly | $140.00 |
| 27 | Sr. Business Analyst | Hourly | $146.00 |
| 28 | Sr. Engineer I | Hourly | $147.50 |
| 29 | Sr. IT Architect | Hourly | $195.00 |
| 30 | Sr. IT Systems Consultant | Hourly | $151.00 |
| 31 | Sr. IT Systems Operator | Hourly | $115.00 |
| 32 | Sr. IT Systems Specialist | Hourly | $137.00 |
| 33 | Sr. Network Engineer | Hourly | $162.00 |
| 34 | Sr. QA Engineer | Hourly | $145.00 |

| | | | |
|---|---|---|---|
| 35 | Sr. Security Systems Specialist | Hourly | $177.00 |
| 36 | Sr. Service Desk Representative | Hourly | $81.00 |
| 37 | Sr. System Engineer | Hourly | $190.00 |
| 38 | Sr. Systems Admin | Hourly | $120.00 |
| 39 | Sr. Telecom Engineer | Hourly | $150.00 |
| 40 | Subject Matter Expert (SME) | Hourly | $160.00 |
| 41 | System Analyst | Hourly | $115.00 |
| 42 | Telecom Engineer/Analyst | Hourly | $100.00 |
| 43 | Travel Premium | Hourly | $50.00 |

## 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 | | ✔ | |
| 2 | Additional Positions | Hourly | | ✔ | |
| 3 | Additional Positions | Hourly | | ✔ | |
| 4 | Additional Positions | Hourly | | ✔ | |
| 5 | Additional Positions | Hourly | | ✔ | |
| 6 | Additional Positions | Hourly | | ✔ | |

| | | | |
|---|---|---|---|
| 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 | $118.45 |
| 2 | Associate Business Analyst | Hourly | $107.12 |
| 3 | Business Analyst | Hourly | $122.57 |
| 4 | Clerical | Hourly | $51.50 |
| 5 | Consultant | Hourly | $139.05 |
| 6 | Contract Administrator | Hourly | $72.10 |
| 7 | Design Technician | Hourly | $87.55 |
| 8 | Database Administrator | Hourly | $118.45 |
| 9 | GIS Admin/Analyst | Hourly | $103.00 |
| 10 | IT Architect | Hourly | $154.50 |
| 11 | IT Buyer | Hourly | $82.40 |

| | | | |
|---|---|---|---|
| 12 | IT Contracts Administrator | Hourly | $87.55 |
| 13 | IT Contracts Manager | Hourly | $128.75 |
| 14 | IT Systems Specialist | Hourly | $110.21 |
| 15 | Network Engineer | Hourly | $123.60 |
| 16 | Principal | Hourly | $283.25 |
| 17 | Principal Consultant II | Hourly | $242.05 |
| 18 | Program/Project Manager | Hourly | $216.30 |
| 19 | Project Coordinator | Hourly | $103.00 |
| 20 | Project Manager | Hourly | $169.95 |
| 21 | Project-Program Coordinator | Hourly | $103.00 |
| 22 | Senior Consultant | Hourly | $155.53 |
| 23 | Senior Managing Consultant | Hourly | $195.70 |
| 24 | Senior Project Manager | Hourly | $200.85 |
| 25 | Service Desk Representative | Hourly | $79.31 |
| 26 | Sr. App. Prog./Analyst | Hourly | $144.20 |
| 27 | Sr. Business Analyst | Hourly | $150.38 |
| 28 | Sr. Engineer I | Hourly | $151.93 |
| 29 | Sr. IT Architect | Hourly | $200.85 |
| 30 | Sr. IT Systems Consultant | Hourly | $155.53 |

| | | | |
|---|---|---|---|
| 31 | Sr. IT Systems Operator | Hourly | $118.45 |
| 32 | Sr. IT Systems Specialist | Hourly | $141.11 |
| 33 | Sr. Network Engineer | Hourly | $166.86 |
| 34 | Sr. QA Engineer | Hourly | $149.35 |
| 35 | Sr. Security Systems Specialist | Hourly | $182.31 |
| 36 | Sr. Service Desk Representative | Hourly | $83.43 |
| 37 | Sr. System Engineer | Hourly | $195.70 |
| 38 | Sr. Systems Admin | Hourly | $123.60 |
| 39 | Sr. Telecom Engineer | Hourly | $154.50 |
| 40 | Subject Matter Expert (SME) | Hourly | $164.80 |
| 41 | System Analyst | Hourly | $118.45 |
| 42 | Telecom Engineer/Analyst | Hourly | $103.00 |
| 43 | Travel Premium | Hourly | $50.00 |

## 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 | | ✔ | |
| 2 | Additional Positions | Hourly | | ✔ | |

| | | | |
|---|---|---|---|
| 3 | Additional Positions | Hourly | ✔ |
| 4 | Additional Positions | Hourly | ✔ |
| 5 | Additional Positions | Hourly | ✔ |
| 6 | Additional Positions | Hourly | ✔ |
| 7 | Additional Positions | Hourly | ✔ |
| 8 | Additional Positions | Hourly | ✔ |
| 9 | Additional Positions | Hourly | ✔ |
| 10 | Additional Positions | Hourly | ✔ |

## YEAR THREE - SCHEDULE FEE

### INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

| Line Item | Description | Unit of Measure | Unit Cost |
|---|---|---|---|
| 1 | App. Prog./Analyst | Hourly | $122.00 |
| 2 | Associate Business Analyst | Hourly | $110.33 |
| 3 | Business Analyst | Hourly | $126.25 |
| 4 | Clerical | Hourly | $53.05 |
| 5 | Consultant | Hourly | $143.22 |
| 6 | Contract Administrator | Hourly | $74.26 |
| 7 | Design Technician | Hourly | $90.18 |

| | | | |
|---|---|---|---|
| 8 | Database Administrator | Hourly | $122.00 |
| 9 | GIS Admin/Analyst | Hourly | $106.09 |
| 10 | IT Architect | Hourly | $159.14 |
| 11 | IT Buyer | Hourly | $84.87 |
| 12 | IT Contracts Administrator | Hourly | $90.18 |
| 13 | IT Contracts Manager | Hourly | $132.61 |
| 14 | IT Systems Specialist | Hourly | $113.52 |
| 15 | Network Engineer | Hourly | $127.31 |
| 16 | Principal | Hourly | $291.75 |
| 17 | Principal Consultant II | Hourly | $249.31 |
| 18 | Program/Project Manager | Hourly | $222.79 |
| 19 | Project Coordinator | Hourly | $106.09 |
| 20 | Project Manager | Hourly | $175.05 |
| 21 | Project-Program Coordinator | Hourly | $106.09 |
| 22 | Senior Consultant | Hourly | $160.20 |
| 23 | Senior Managing Consultant | Hourly | $201.57 |
| 24 | Senior Project Manager | Hourly | $206.88 |
| 25 | Service Desk Representative | Hourly | $81.69 |
| 26 | Sr. App. Prog./Analyst | Hourly | $148.53 |

| | | | |
|---|---|---|---|
| 27 | Sr. Business Analyst | Hourly | $154.89 |
| 28 | Sr. Engineer I | Hourly | $156.48 |
| 29 | Sr. IT Architect | Hourly | $206.88 |
| 30 | Sr. IT Systems Consultant | Hourly | $160.20 |
| 31 | Sr. IT Systems Operator | Hourly | $122.00 |
| 32 | Sr. IT Systems Specialist | Hourly | $145.34 |
| 33 | Sr. Network Engineer | Hourly | $171.87 |
| 34 | Sr. QA Engineer | Hourly | $153.83 |
| 35 | Sr. Security Systems Specialist | Hourly | $187.78 |
| 36 | Sr. Service Desk Representative | Hourly | $85.93 |
| 37 | Sr. System Engineer | Hourly | $201.57 |
| 38 | Sr. Systems Admin | Hourly | $127.31 |
| 39 | Sr. Telecom Engineer | Hourly | $159.14 |
| 40 | Subject Matter Expert (SME) | Hourly | $169.74 |
| 41 | System Analyst | Hourly | $122.00 |
| 42 | Telecom Engineer/Analyst | Hourly | $106.09 |
| 43 | Travel Premium | Hourly | $50.00 |

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 | | ✔ | |
| 2 | Additional Positions | Hourly | | ✔ | |
| 3 | Additional Positions | Hourly | | ✔ | |
| 4 | Additional Positions | Hourly | | ✔ | |
| 5 | Additional Positions | Hourly | | ✔ | |
| 6 | Additional Positions | Hourly | | ✔ | |
| 7 | Additional Positions | Hourly | | ✔ | |
| 8 | Additional Positions | Hourly | | ✔ | |
| 9 | Additional Positions | Hourly | | ✔ | |
| 10 | Additional Positions | Hourly | | ✔ | |

## YEAR FOUR - SCHEDULE FEE

### INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

| Line Item | Description | Unit of Measure | Unit Cost |
|---|---|---|---|
| 1 | App. Prog./Analyst | Hourly | $125.66 |
| 2 | Associate Business Analyst | Hourly | $113.64 |
| 3 | Business Analyst | Hourly | $130.03 |

| | | | |
|---|---|---|---|
| 4 | Clerical | Hourly | $54.64 |
| 5 | Consultant | Hourly | $147.52 |
| 6 | Contract Administrator | Hourly | $76.49 |
| 7 | Design Technician | Hourly | $92.88 |
| 8 | Database Administrator | Hourly | $125.66 |
| 9 | GIS Admin/Analyst | Hourly | $109.27 |
| 10 | IT Architect | Hourly | $163.91 |
| 11 | IT Buyer | Hourly | $87.42 |
| 12 | IT Contracts Administrator | Hourly | $92.88 |
| 13 | IT Contracts Manager | Hourly | $136.59 |
| 14 | IT Systems Specialist | Hourly | $116.92 |
| 15 | Network Engineer | Hourly | $131.13 |
| 16 | Principal | Hourly | $300.50 |
| 17 | Principal Consultant II | Hourly | $256.79 |
| 18 | Program/Project Manager | Hourly | $229.47 |
| 19 | Project Coordinator | Hourly | $109.27 |
| 20 | Project Manager | Hourly | $180.30 |
| 21 | Project-Program Coordinator | Hourly | $109.27 |
| 22 | Senior Consultant | Hourly | $165.00 |

| | | | |
|---|---|---|---|
| 23 | Senior Managing Consultant | Hourly | $207.62 |
| 24 | Senior Project Manager | Hourly | $213.08 |
| 25 | Service Desk Representative | Hourly | $84.14 |
| 26 | Sr. App. Prog./Analyst | Hourly | $152.98 |
| 27 | Sr. Business Analyst | Hourly | $159.54 |
| 28 | Sr. Engineer I | Hourly | $161.18 |
| 29 | Sr. IT Architect | Hourly | $213.08 |
| 30 | Sr. IT Systems Consultant | Hourly | $165.00 |
| 31 | Sr. IT Systems Operator | Hourly | $125.66 |
| 32 | Sr. IT Systems Specialist | Hourly | $149.70 |
| 33 | Sr. Network Engineer | Hourly | $177.02 |
| 34 | Sr. QA Engineer | Hourly | $158.45 |
| 35 | Sr. Security Systems Specialist | Hourly | $193.41 |
| 36 | Sr. Service Desk Representative | Hourly | $88.51 |
| 37 | Sr. System Engineer | Hourly | $207.62 |
| 38 | Sr. Systems Admin | Hourly | $131.13 |
| 39 | Sr. Telecom Engineer | Hourly | $163.91 |
| 40 | Subject Matter Expert (SME) | Hourly | $174.84 |
| 41 | System Analyst | Hourly | $125.66 |

| | | | |
|---|---|---|---|
| 42 | Telecom Engineer/Analyst | Hourly | $109.27 |
| 43 | Travel Premium | Hourly | $50.00 |

## 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 | | ✔ | |
| 2 | Additional Positions | Hourly | | ✔ | |
| 3 | Additional Positions | Hourly | | ✔ | |
| 4 | Additional Positions | Hourly | | ✔ | |
| 5 | Additional Positions | Hourly | | ✔ | |
| 6 | Additional Positions | Hourly | | ✔ | |
| 7 | Additional Positions | Hourly | | ✔ | |
| 8 | Additional Positions | Hourly | | ✔ | |
| 9 | Additional Positions | Hourly | | ✔ | |
| 10 | Additional Positions | Hourly | | ✔ | |

## YEAR FIVE - SCHEDULE FEE

INFORMATION TECHNOLOGY (IT) CONTINUING CONSULTING SERVICES

| Line Item | Description | Unit of Measure | Unit Cost |
|---|---|---|---|
| 1 | App. Prog./Analyst | Hourly | $129.43 |
| 2 | Associate Business Analyst | Hourly | $117.05 |
| 3 | Business Analyst | Hourly | $133.94 |
| 4 | Clerical | Hourly | $56.28 |
| 5 | Consultant | Hourly | $151.94 |
| 6 | Contract Administrator | Hourly | $78.79 |
| 7 | Design Technician | Hourly | $95.67 |
| 8 | Database Administrator | Hourly | $129.43 |
| 9 | GIS Admin/Analyst | Hourly | $112.55 |
| 10 | IT Architect | Hourly | $168.83 |
| 11 | IT Buyer | Hourly | $90.04 |
| 12 | IT Contracts Administrator | Hourly | $95.67 |
| 13 | IT Contracts Manager | Hourly | $140.69 |
| 14 | IT Systems Specialist | Hourly | $120.43 |
| 15 | Network Engineer | Hourly | $135.06 |
| 16 | Principal | Hourly | $309.51 |
| 17 | Principal Consultant II | Hourly | $264.49 |
| 18 | Program/Project Manager | Hourly | $236.36 |
| 19 | Project Coordinator | Hourly | $112.55 |

| | | | |
|---|---|---|---|
| 20 | Project Manager | Hourly | $185.71 |
| 21 | Project-Program Coordinator | Hourly | $112.55 |
| 22 | Senior Consultant | Hourly | $169.95 |
| 23 | Senior Managing Consultant | Hourly | $213.85 |
| 24 | Senior Project Manager | Hourly | $219.47 |
| 25 | Service Desk Representative | Hourly | $86.66 |
| 26 | Sr. App. Prog./Analyst | Hourly | $157.57 |
| 27 | Sr. Business Analyst | Hourly | $164.32 |
| 28 | Sr. Engineer I | Hourly | $166.01 |
| 29 | Sr. IT Architect | Hourly | $219.47 |
| 30 | Sr. IT Systems Consultant | Hourly | $169.95 |
| 31 | Sr. IT Systems Operator | Hourly | $129.43 |
| 32 | Sr. IT Systems Specialist | Hourly | $154.19 |
| 33 | Sr. Network Engineer | Hourly | $182.33 |
| 34 | Sr. QA Engineer | Hourly | $163.20 |
| 35 | Sr. Security Systems Specialist | Hourly | $199.22 |
| 36 | Sr. Service Desk Representative | Hourly | $91.17 |
| 37 | Sr. System Engineer | Hourly | $213.85 |
| 38 | Sr. Systems Admin | Hourly | $135.06 |

| | | | |
|---|---|---|---|
| 39 | Sr. Telecom Engineer | Hourly | $168.83 |
| 40 | Subject Matter Expert (SME) | Hourly | $180.08 |
| 41 | System Analyst | Hourly | $129.43 |
| 42 | Telecom Engineer/Analyst | Hourly | $112.55 |
| 43 | Travel Premium | Hourly | $50.00 |

## 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 | | ✔ | |
| 2 | Additional Positions | Hourly | | ✔ | |
| 3 | Additional Positions | Hourly | | ✔ | |
| 4 | Additional Positions | Hourly | | ✔ | |
| 5 | Additional Positions | Hourly | | ✔ | |
| 6 | Additional Positions | Hourly | | ✔ | |
| 7 | Additional Positions | Hourly | | ✔ | |
| 8 | Additional Positions | Hourly | | ✔ | |
| 9 | Additional Positions | Hourly | | ✔ | |
| 10 | Additional Positions | Hourly | | ✔ | |

## 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**
Faith Group, LLC

**Bidder's Signature**
Faith Varwig

**Print Name and Title**
Faith Varwig

**Address:**
3101 S. Hanley Rd.
St. Louis, MO 63143

**Date** 9/11/2023
**Duns Number**
[redacted]

**Federal Tax Id Number**
[redacted]

**Email:** faith@faithgroupllc.com

***Sworn to and subscribed before me by means of:***

☑ ***physical presence or*** ☐ ***online notarization***
***this day of*** September 12th ***20***23

***by*** Faith Varwig ***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)** **Seal**

**COUNTY OF** St. Louis City )

**Notary Public My Commission Expires:** 4.16.27

BRANDI LYNN CARTER
Notary Public, Notary Seal
State of Missouri
St. Louis City
Commission # 23749043
My Commission Expires 04-16-2027

**Printed, typed or stamped commissioned name of Notary Public)**

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

## 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. 1 | Dated 8/21/2023 |
| Addendum No. 2 | Dated 8/25/2023 |
| Addendum No. 3 | Dated 8/25/2023 |
| Addendum No. 4 | Dated 9/4/2023 |
| Addendum No. 5 | Dated 9/5/2023 |
| Addendum No. | Dated |
| Addendum No. | Dated |
| Addendum No. | Dated |

Faith Group, LLC
Company

Signature

Faith Varwig
Print Name

Managing Principal
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:
N/A

Acknowledged by:
Faith Varwig

Firm Name:
Faith Group, LLC

Signature of Authorized Representative:


Name and Title (Print or Type):
Faith Varwig, Managing Principal

Date:
9/11/2023

**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: Faith Group, LLC

By: _____
(Authorized Signature)

Title: Managing Principal

Date: 9/11/2023

## 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: Faith Group, LLC

Authorized Name: Faith Varwig Title: Managing Principal

Signature: Faith Varwig Date 9/11/2023

**********

**State of** Missouri

**County of** St. Louis City

This instrument was acknowledged before me on 9.12.23 (Date)

**Notary Public Signature** Brandi Carter

BRANDI LYNN CARTER
Notary Public, Notary Seal
State of Missouri
St. Louis City
Commission # 23749045
My Commission Expires 04-16-2027

GREATER ORLANDO AVIATION AUTHORITY

Faith Group



# Greater Orlando Aviation Authority

## 24-101-RFP
## Small Business Action Plan


**Proposer:**

Faith Group Consulting, LLC
6761 Cherokee Ave.
Fort Meyers, FL 33905


September 13, 2023

## SMALL BUSINESS ACTION PLAN

Faith Group Consulting is fully committed to supporting GOAA's small business participation programs. FG, a certified WBE and prime consultant on numerous airport contracts, has experience with varied airport funding mechanisms and understands how to successfully structure a small and minority business program. FG understands that GOAA has established a 17% goal that will be assessed on a case-by-case basis based on the actual scope of work and availability of qualified firms to support the effort.




During the past several years, FG has engaged several of the team's MWBE, DBE, and small business firms in supporting projects. As part of the project scoping process, FG works with GOAA staff to identify the overall scope and schedule of an addendum and the technical requirements for performance of the work effort. FG then develops a proposed participation plan for each individual addendum looking for every opportunity to include small and MWBE firms as part of the work effort. The amount of participation will vary depending on the technical and schedule requirements of the project. The scope of work, proposed fee, schedule, and participation plan is then presented to the Professional Services Committee for review and approval prior to the work commencing. The approach includes looking for opportunities to provide mentorship to firms allowing them to grow additional skill sets and service areas.

Overall project participation by each small or MWBE Team member is tracked monthly; where more than one of the small or MWBE sub-consultants are qualified to provide the services, each will have an equal opportunity to work on the addendums based on resources available and skill sets. This is achieved by tracking the level participation of all the sub-consultants and fairly distributing the addendums. However, this will require a commonsense approach, for example, if a sub-consultant is already working on a project that has a continuing scope into the next assigned addendum, they would not necessarily be removed from the project just to give work to another sub consultant, particularly if the project would suffer by changing consultants. FG's goal is to take a fair and balanced approach, utilizing all minority as well as non-minority subconsultants.

## 1. Key Personnel

The following individuals are responsible for the management of Faith Group's small business program plan:


**Name:** Jenna Valijevcic
**Title:** Human Resources Manager
**Email:** jenna.valjevcic@faithgroupllc.com
**Phone:** 314-489-5142

**Name:** Lisa Goodsell
**Title:** Billing and Contracts Manager
**Email:** lisa@faithgroupllc.com
**Phone:** 314-354-6910


The plan will be monitored monthly for compliance with established goals and objectives for participation on each addendum.

## 2. Outreach

Faith Group has an established internal process for outreach to identify candidate firms that can support each addendum. The current proposed FG team includes 4 small business subconsultants:

- AceApplications
- Starboard Consulting
- JD Solve IT
- Certified Network Professionals (CNP)

For each addendum the Project Manager will reach out to each firm to determine if the scope of the project can be accomplished in whole or part by the firm. The Project Manager will work closely with each firm to develop a detailed scope of services and fee proposal and help identify required staffing and skill sets.

It is likely through the life of the contract that additional specialized skill sets may be required, and firms may be added to the FG Team. For those opportunities, FG will reach out to additional firms on the GOAA small and MWBE list to determine if the technical requirements of the project can be filled by someone on the list. The firm will take every opportunity to seek to increase participation on each addendum.

## 3. Growth/Development

Faith Group is committed to the growth and development of small and MWBE firms. As such, we have constructed a viable team that truly represents the fabric of Orlando's work force. These firms listed in the table below have experience in working with many Florida clients including Greater Orlando Airport Authority, and they understand GOAA's operational goals.

The Team supporting this project is comprised of 4 M/WBE businesses, 1 DBE\Local Developing Business (LDB) with local Orlando Area offices that can reach GOAA within 30 minutes.

| Team Member | M/WBE | DBE | LDB |
|---|---|---|---|
| Faith Group, LLC (Prime) | X | | |
| Starboard Consulting | X | | |
| Ace Applications | | X | X |
| JD Solve IT | X | | |
| Certified Network Professionals | X | | |

Faith Group's plan to grow and develop these businesses goes beyond meeting compliance requirements. When we begin working with each small business, we aim to gain a much deeper understanding of their experience, capabilities, and performance track record. By doing so, we can foster long-term partnerships with these businesses and continue to leverage each other's capabilities by teaming together on future project pursuits.

Faith Group Consulting utilizes B2GNow software to track its small business goals. B2Gnow includes matrices for tracking achievement towards meeting small business goals, and an example of a matrix is shown below:

**Compliance Audit Summary - Total Contract Through TODAY (9/11/2023)**

| | Award | Award Percent | Payments | Payments Percent | Difference (Payments - Award) |
|---|---|---|---|---|---|
| Prime Contract | $4,250,000.00 | | $1,335,523.88 | | |
| For Credit - Prime + Subs | $4,250,000.00 | 100.000% | $1,335,523.88 | 100.000% | Goal matched |
| For Credit - Prime | $3,887,500.00 | 91.471% | $1,289,013.20 | 96.517% | 5.047% above goal |
| For Credit - Subs | $362,500.00 | 8.529% | $46,510.68 | 3.483% | 5.047% below goal |
| **Goal Types** | | | | | |
| For Credit to **MBE** Goal | $637,500.00 | 15.000% | $46,510.68 | 3.483% | 11.517% below goal |
| For Credit to **WBE** Goal | $3,612,500.00 | 85.000% | $1,289,013.20 | 96.517% | 11.517% above goal |
| Contract Progress | 31% | | | | |
| For Credit Prime + Sub Progress | 31% | | | | |
| For Credit Subcontractor Progress | 13% | | | | |

## 4. Opportunity Identification

Since the form of contract is an IT Continuing Consulting Services contract it is difficult to identify what types of projects may come from the contract. Based on our experience with the current on-call, we have partnered with small and MWBE firms in the most likely areas of support work including:

- MAXIMO Support Services
- Cyber Security
- Network Infrastructure
- Applications Development
- Website Development and Support
- Mobile Applications
- Physical Security Systems

Faith Group will seek every opportunity to include small and MWBE firms in each addendum.

## 5. Bond and Insurance

As a professional services firm Faith Group and all team members providing professional services must maintain the required level of insurance to support the contract requirements. Where a small or MWBE firm does not have the current level of coverage, Faith Group will work with small businesses to assess the level of risk on each services order and if a lower amount of insurance for those services would meet the needs to the project.

As a professional services firm the majority of the services orders do not require a security bond.

## 6. Prompt Payment

Faith Group agrees to pay all subconsultants within 10 days of receipt of the client's payment. Faith Group performs weekly check runs to help ensure the 10-day commitment is met. Subconsultants will be paid via ACH unless they request otherwise, in order to further expedite their payments. Faith Group assumes the responsibility for all collection efforts as it relates to payments due to the subconsultant. Faith Group agrees that subconsultants shall not be liable for any alleged error or omission made by Faith Group and the subconsultant shall be entitled to receive full payment for services rendered without offset or reduction for any monies that may be withheld by the client for any error or omission made by Faith Group.

## 7. Change Orders/Amendments

Faith Group affirms that all change orders and contract amendments are fully executed before starting the work.

## 8. Apprenticeship, Mentorship, and Other Training Programs

**Successfully Implemented Programs:**

Faith Group Consulting's Managing Principal, Faith Varwig, implemented the Airport Consultants Council Young Professionals (YP) Forum in 2013, which now has 400+ members nationwide. This forum is a means to engage young professionals in airport development and enhance their professional careers. Targeted for industry professionals that are 35 years old and younger, the Young Professionals Forum is intended to provide networking, mentoring, education, and career growth opportunities. In person networking at conferences and industry events is one the valuable experiences the YP Forum provides, however this often is limited to those who are further along in their career or from companies who have more resources to invest in their younger employees. To reach a broader and younger group, the ACC YP Forum has created local networking events.

**Programs for GOAA IT Continuous Consulting Services**

As addendums are identified Faith Group will look for opportunities to bring on interns for full or part time work. Training the next generation of workers is critical! The firm has had great success in utilizing students and recent graduates from a wide variety of learning institutions (2-year, 4 year and advanced education programs). Faith Group has identified the following academic facilities as potential learning institutions that have programs similar in nature to the type of work expected from this contract:

- University of Central Florida - Engineering, Cybersecurity, IT
- Polytechnic University Orlando Campus - Engineering, Computer Science, Engineering PM Graduate Studies
- Valencia College - Cybersecurity & Network Engineering Technology, Electrical and Computer Engineering Technology
- Rollins College - Computer Science
- Orange Technical College - Cybersecurity

As opportunities arise FG will work with these organizations to identify possible intern candidates to support a variety of duties including administrative, technical, software and hardware support related. Faith Group has participated in and completed similar programs with:

- Washington University
- University of Missouri Columbia
- Missouri S&T
- Ranken Technical Institute
- Southern Illinois University
- SFO First Source Hiring Program (filled 4 positions, many of which were converted to full time employees and 1 who opened his own firm!)

FAITGRO-01 ASEENER

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 4/25/2024

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<br>Smith McGehee<br>222 S. Central Suite 700<br>Clayton, MO 63105 | CONTACT NAME: Ami Seener<br>PHONE (A/C, No, Ext): (314) 732-4474 FAX (A/C, No): (314) 394-1751<br>E-MAIL ADDRESS: aseener@smis.com |
| INSURED<br>Faith Group, LLC<br>3101 S Hanley Rd<br>St. Louis, MO 63143 | INSURER(S) AFFORDING COVERAGE — NAIC #<br>INSURER A : Transportation Insurance Company — 20494<br>INSURER B : The Continental Insurance Company — 35289<br>INSURER C : Valley Forge Insurance Company — 20508<br>INSURER D : Landmark American Insurance Company — 33138<br>INSURER E :<br>INSURER F : |

**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 INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| A | X COMMERCIAL GENERAL LIABILITY<br>CLAIMS-MADE X OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br>POLICY X PRO-JECT LOC<br>OTHER: | | | 7039525856 | 6/15/2023 | 6/15/2024 | EACH OCCURRENCE<br>DAMAGE TO RENTED PREMISES (Ea occurrence)<br>MED EXP (Any one person)<br>PERSONAL & ADV INJURY<br>GENERAL AGGREGATE<br>PRODUCTS - COMP/OP AGG | $ 1,000,000<br>$ 100,000<br>$ 15,000<br>$ 1,000,000<br>$ 2,000,000<br>$ 2,000,000 |
| A | AUTOMOBILE LIABILITY<br>ANY AUTO<br>OWNED AUTOS ONLY SCHEDULED AUTOS<br>X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY | | | 7039525842 | 6/15/2023 | 6/15/2024 | COMBINED SINGLE LIMIT (Ea accident)<br>BODILY INJURY (Per person)<br>BODILY INJURY (Per accident)<br>PROPERTY DAMAGE (Per accident) | $ 1,000,000<br>$<br>$<br>$ |
| B | X UMBRELLA LIAB X OCCUR<br>EXCESS LIAB CLAIMS-MADE<br>DED X RETENTION $ 10,000 | | | 7039525887 | 6/15/2023 | 6/15/2024 | EACH OCCURRENCE<br>AGGREGATE | $ 9,000,000<br>$ 9,000,000 |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N<br>If yes, describe under DESCRIPTION OF OPERATIONS below | N / A | | 7039525873 | 6/15/2023 | 6/15/2024 | X PER STATUTE OTH-ER<br>E.L. EACH ACCIDENT<br>E.L. DISEASE - EA EMPLOYEE<br>E.L. DISEASE - POLICY LIMIT | $ 1,000,000<br>$ 1,000,000<br>$ 1,000,000 |
| D | Professional Liab | | | LCY849600 | 6/15/2023 | 6/15/2024 | Per Claim/Aggregate | 5,000,000 |
| D | Cyber Liability | | | LCY849600 | 6/15/2023 | 6/15/2024 | Occurrence/Aggregate | 5,000,000 |

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

**Project name: Contract 24-101 IT Continuous Consulting Services**

**The Greater Orlando Aviation Authority, the City of Orlando 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 as required by contract.**

**Professional: Retro Date: 06/15/2004; Deductible : $25,000**

**CERTIFICATE HOLDER**

Greater Orlando Aviation Authority
5855 Cargo Road
GOAA Annex
Procurement Services
Orlando, FL 32827

**CANCELLATION**

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




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Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

# Request for Taxpayer Identification Number and Certification

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

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

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.
Faith Group, LLC

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) ▶ P

**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.
3101 S. Hanley Rd. STE 100

Requester's name and address (optional)

6 City, state, and ZIP code
St. Louis, MO, 63143

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**
[redacted]

## 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 ▶** [signature] **Date ▶** 2/1/2024

# 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.*

Greater Orla Eo Aviatio Authority E
Procureme t a E Purchasi g E
Fatima F Calki s, Assista t Ma ager, Purchasi g-IT E
ON J FF FUQUA BOUL VARD, ORLANDO, FL 32827 E
FCalki s@goaa.org E

# 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 usi g a M/WB subco sulta t ecessary? What if the prime co tractor is a certifie MB E & DB i multiple states? Woul that suffice for ot havi g to bri g other/subco sulta ts M/WB 's o E boar ? E

**Answer:** Sectio 3.5 (b) of the RFP states All Proposers are hereby otifie that they must comply with E the Small Busi ess participatio requireme ts for this Co tract. This mea s that eve if you are a E certifie small busi ess, you still ee to comply with this requireme t. E

### 2. Upcoming IT projects

**Question:** What are the top 3-5 upcomi g IT projects you a ticipate ee i g co sulti g services for? E

**Answer:** The Aviatio Authority has o specific IT projects a ticipate at this time. E

### 3. Evaluation Criteria mention airport clients

**Question:** The valuatio Criteria me tio airport clie ts as a co si eratio - woul other large complex E orga izatio s qualify as comparable for the experie ce evaluatio ? E

**Answer:** The valuatio Criteria will be base o the criteria liste i Sectio 3.2.b. Please refer to Tab 3 E for Respo Ee t's xperie ce a E Qualificatio s requireme ts. The Respo Ee t must provi e E performa ce recor s o co tracts with other gover me t age cies or public bo ies a private E i ustry. E

## 4. MWBE participation goal

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

**Answer:** Section 3 (c) of the RFP states: For this RFP Small Business participation will be assessed on a C case by case basis, based on each project actual scope of work and availability C

## 5. MWBE goal

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

**Answer:** For the Section 3 (a) of the RFP states, The Aviation Authority is seeking a detailed Small C Business Action Plan that the proposer will commit to implementing in order to maximize Small Business C participation On this Action Plan the Proposer will list the small business they will partner with and an C estimate scope of work they will be providing C

## 6. Staffing requirements in Tab 4

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

**Answer:** There is no preferred mix of staffing C

## 7. No subject

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

**Answer:** These positions are related more to IT C

## 8. MWBE

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

**Answer:** Small Business Action Plan and Participation Section 3 (b) All Proposers are hereby notified C that they must comply with the Small Business participation requirement Even if you are a certified C Small Business, as a Proposer, you still need to comply with this requirement Also, per our Policy, we C only recognize small business certifications from GOAA, Orange ounty (FL), ity of Orlando, FDOT C (DBE), and/or Office of Supplier Diversity C

## 9. MWBE Letter of Intent

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

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

## 10. Fee Schedule rates

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

**Answer:** This is a fixed hourly rate C

## 11. Scope of Service

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

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

## 11. Compliance Expertise Matrix

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

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

Greater Orla Eo Aviatio Authority E
Procureme t a E Purchasi g E
Fatima F Calki s, Assista t Ma ager, Purchasi g-IT E
ON J FF FUQUA BOUL VARD, ORLANDO, FL 32827 E
FCalki s@goaa.org E

## 12. QMS

**Question:** Queue Ma ageme t System is liste as a requireme t i the Suppleme tal I formatio E Matrix. Who is the curre t QMS ve Eor for GOAA? E

**Answer:** SITA I formatio Networki g Computi g USA I c is the curre t ve or. E

## 13. Compliance Expertise Matrix

**Question:** Bombar ier a Mitsubishi Automate Grou Tra sportatio (AGT) mo itori g a co trol E is a extremely specialize system, with a limite pool of provi ers that ca show experie ce. Ca this E system be remove from the list? Or oes GOAA expect work relate to the AGT through the IT o -Call E co tract? E

**Answer:** Respo e ts shoul respo to all systems which they have experie ce. We will ot be E removi g a y items from the list. E

## 14. No subject

**Question:** What Fire Alarm Mo itori g solutio is curre tly i use by the Airport? E

**Answer:** ST Fireworks a Security I formatio Systems mo itor i ter al a exter al fire alarms. E

## 15. No subject

**Question:** If bei g a certifie DB i a other state (besi es FL or ot o the Aviatio Authority's list) oes E ot cou t, will you accept our fili g for DB through the Aviatio Authority's portal as a goo faith E effort, or allow us to provi e you all with certificatio upo awar ? E

**Answer:** 1. I ge eral, certificatio s ee to be curre t at the time proposals are i . 2. O ly the prime E Proposer, that ca ot meet the small busi ess requireme t, will ee to submit Goo Faith fforts. 3. E ve if you are a certifie small busi ess, you also ee to meet the small busi ess requireme t. 4. At E this time, the Authority is aski g for a Actio Pla per the RFP where you will list the firms you i te E to team up with. You ca however, submit a Actio Pla with a firm that is i process of getti g the E certificatio . Keep i mi , that you will ot get cre it if you use that firm i a e gageme t if the firm E oes ot have a curre t certificatio from o e of the e tities we recog ize. E

## 16. No subject

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

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

## 17. No subject

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

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

## 18. Compliance-Expertise_Matrix

**Question:** For 24-101-RFP_ ompliance-Expertise_Matrix xlsx, do we need to respond with the C placements we had for each of the services? C

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

## 19. No subject

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

**Answer:** Respondents should provide prior experience that corresponds to the various services that they C can provide in the future and who will be providing it ( ompany or onsultant) C

## 20. No subject

**Question:** Is Tab 8 - Information Technology Functional Requirements and apabilities Matrix same as C the attachment with the title 24-101-RFP_ ompliance-Expertise_Matrix xlsx? C

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

## 21. References

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

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

## 22. Proposal Due Date

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

*Aug 31, 2023 12:32 PM C*

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

## 23. Pricing Table - Replacing or Adding

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

**Answered by Fatima Calkins:** Please refer to the revised pricing fee table The Respondent shall list the C Additional positions in the omments olumn C

## 24. No subject

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

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

## 25. No subject

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

**Answer:** No, depend n on the en a ement you may team up w th a non-MWBE. However, f there are c MWBE's that are ava lable and apable of perform n the tasks for a part ular en a ement we w ll c expe t you to team up w th a ert f ed MWBE. c

## 26. Section 3.5 - Small Business Action Plan and Participation

**Question:** W ill the Av at on Author ty rev se Se t on 3.5 to refle t omments dur n the Pre-Sol tat on c Conferen e? c

**Answer:** Se t on 3.5 - Small Bus ness A t on Plan and Part pat on has been rev sed. Please refer to c Atta hment A-5 of th s Addendum. c

*Sep 5, 2023 8:28 AM*

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.flyorlandoairports.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 hall at a minimum addre the following factor relevant to s maximizing MWBE participation on the Project: s

1. Key Per onnel: Name, title and contact information of the per on s re pon ible for the management of the mall bu ine s program plan. s

2. Outreach: How many and what type of outreach effort will the propo er s have throughout the life of the contract to en ure they have a pool of s qualified and certified mall bu ine to utilize in the event they have to s notify the mall bu ine community organization about contracting and s ubcontracting opportunitie ; s

3. Growth/Development: Provide a narrative for each propo ed mall s bu ine s where you clearly tate the plan to grow and develop the mall s bu ine s. Identify the matrix u ed to track achievement. s

4. Identify Opportunitie : Identify opportunitie for mall bu ine e ba ed on s current or revi ed contract cope. s

5. Bond and In urance: How the propo er plan to a si t the mall bu ine s s in ecuring Bond or In urance. s

6. Prompt Payment: De cribe the invoice/payment proce to en ure that the s mall bu ine i paid within a rea onable time after ubmitting an invoice. s

7. Change Order /Amendment : Affirm that all change order and contract s amendment are fully executed before tarting the work. s

8. Apprentice hip, mentor hip or other training program s: Plea e de cribe s ucce ful program s you have implemented and provide information about s program s to which you will commit on thi Project. s

e. The Propo al will be con idered non-re pon ive to the olicitation and rejected if s the Propo er fail to demon trate, to the rea onable ati faction of the Aviation s Authority, a required by the MWBE policy, that the Propo er ha met or ha made s a good faith effort to meet the e tabli hed MWBE goal. s

f. s Succe ful Propo er are required to ubmit, with each engagement, the Letter of s Intent/Affirmation information by completing the form for each MWBE Firm. The s ucce ful Propo er may make duplicate of thi form a needed. Both the s MWBE and the Propo er are required to affirm the information provided by s igning the form prior to ubmittal. The ucce ful Propo er hall enter into s ubcontract( )/purcha e order with the MWBE identified in the Letter of Intent. s The Contractual arrangement with the MWBE hall incorporate uch rea onable s term s a are required to complete the work de cribed therein while furthering the s Aviation Authority' MWBE policy. The ucce ful Propo er mu t ubmit copie of s

the signed subc ntract(s)/purchase rder(s) t the ffice f Small Business o Devel pment f r each MWBE pri r t c mmencement f perf rmance under this o C ntract. Failure t enter int the subc ntract(s)/purchase rder(s) with the o MWBEs identified in the Pr p ser's Pr p sal d cuments r failure t submit c pies o f the signed subc ntract(s)/purchase rder(s) may result in l ss f the award t o Pr p ser. o

g. o A Pr p ser shall n t breach any f its bligati ns with the MWBEs. In the event o Pr p ser desires t terminate r replace a MWBE, Pr p ser shall pr mptly n tify o the Aviati n Auth rity f the impending terminati n, the reas n f r the terminati n o and btain the Aviati n Auth rity's appr val pri r t pr ceeding with the o terminati n. F ll wing the terminati n Pr p ser shall replace the terminated o MWBE with an ther MWBE. If the Pr p ser is unable t utilize an ther MWBE f r o perf rmance f that p rti n f this C ntract, the Pr p ser shall pr vide the Aviati n o Auth rity with d cumentati n, in a f rm satisfact ry t the Aviati n Auth rity, o sh wing that it is n t p ssible t replace the terminated MWBE with an ther o MWBE. The MWBE percentage f r participati n must n t decrease bel w the o percentage pr p sed during the term f the C ntract. o

h. o The successful Pr p ser shall submit t the Aviati n Auth rity a Disbursement o F rm with each inv ice submitted f r payment, indicating the am unt f m ney o spent with each MWBEs since the previ us inv ice. o

i. o Failure t carry ut the requirements set f rth herein r the c mmitments made by o the Pr p ser (e.g. failure t subc ntract with and use MWBEs, t pay MWBEs as o c mmitted in the Pr p sal d cuments, the failure t pr mptly pay MWBE o Subc ntract rs in acc rdance with Secti n 5, subsecti n 50, etc.) shall c nstitute o a breach by the Pr p ser f this C ntract and may result in terminati n f the o C ntract by the Aviati n Auth rity r such ther remedy as the Aviati n Auth rity o deems appr priate. Additi nally, C ntract r is reminded tw r m re failures t o satisfy the requirements set f rth herein r the c mmitments made by Pr p ser o may result in debarment under the Aviati n Auth rity's Debarment f C ntract rs o P licy 130.04. o

j. o Questi ns c ncerning the Small Business Pr gram can be addressed t the o Aviati n Auth rity's Office f Small Business Devel pment, Greater Orland o Aviati n Auth rity, Orland Internati nal Airp rt, 5850-B Carg R ad, Orland , FL o 32827; c ntact Orland Santiag at OSantiag @g aa. rg. o

k. o Pr p sers shall be s lely resp nsible f r c nfirming Small Business o subc ntract rs' experience, capacity, certificati n and any ther inf rmati n o related t the Pr p sal. o

## 3.6 Good Faith Effort for MWBE arti ipation rogram c

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: c

b. Indicating the name and title of the person responsible for the Respondent's good faith efforts to reach the participation goal; c

c. 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; c

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; c

e. Provide evidence of information provided to the MWBE firms about the specific work the Contractor intends to subcontract; c

f. c Provide evidence of information provided to MWBE firms on bonding and insurance requirements; c

g. Provide copies of advertisements in general circulation media, trade association publications, and minority focus media advertising for MWBE firms interested in subcontracting; c

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; c

i. c Providing evidence that the Respondent provided MWBE firms prompt notice of addenda affecting specific trade Contractors; c

j. c 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; c

k. c Provide a list of quotes submitted by MWBE firms; c

l. c Provide documentation as to why MWBE firms were not utilized; c

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 receive from MWBE firms an from the selecte majority d
Subcontractor, an provi e an explanation of the reasons why the MWBE firms d
will not be use uring the course of the Contract. Receipt of a lower price d
quotation from a non MWBE firm prior to or at the time of the Solicitation Opening d
will not in itself excuse a Respon ent's failure to meet participation goals. It is d
incumbent upon the Respon ent to emonstrate that MWBE firms were not d
rejecte as unqualifie without a thorough an ocumente investigation of their d
capabilities an capacity. d

n. A itional information on meeting goo faith efforts can be foun by going to d
https://orlan oairports.net/airport-business. d

## 3.7 Verification of Employment Status d

a. Prior to the employment of any person un er this Contract, the Contractor shall d
utilize the U.S. Department of Homelan Security's E-Verify system to verify the d
employment eligibility of all new employees hire by the Contractor uring the d
Contract term, an an express requirement that Contractors inclu e in such d
subcontracts the requirement that Subcontractors performing work or provi ing d
services pursuant to the state Contract utilize the E-Verify system to verify the d
employment eligibility of all new employees hire by the Subcontractor uring the d
Contract term. For more information on this process, please refer to Unite States d
Citizenship an Immigration Service site at: d

http://www.uscis.gov/portal/site/uscis. d

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

**The remainder of this page is intentionally blank.** d

## 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 |
|---|---|---|---|---|
| 441 | TBDAdditional Positions | Hourly | | |
| 452 | ~~TBD~~Additional Positions | Hourly | | |
| 463 | ~~TBD~~Additional Positions | Hourly | | |
| 474 | ~~TBD~~Additional Positions | Hourly | | |
| 485 | ~~TBD~~Additional Positions | Hourly | | |
| 496 | ~~TBD~~Additional Positions | 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 |
|---|---|---|---|---|
| 441 | TBDAdditional Positions | Hourly | | |
| 452 | ~~TBD~~Additional Positions | Hourly | | |
| 463 | ~~TBD~~Additional Positions | Hourly | | |
| 474 | ~~TBD~~Additional Positions | Hourly | | |
| 485 | ~~TBD~~Additional Positions | Hourly | | |
| 496 | ~~TBD~~Additional Positions | Hourly | | |
| 7 | Additional Positions | Hourly | | |
| 8 | Additional Positions | Hourly | | |
| 9 | Additional Positions | Hourly | | |
| 10 | Additional Positions | Hourly | | |

## 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 |
|---|---|---|---|---|
| 441 | TBDAdditional Positions | Hourly | | |
| 452 | TBDAdditional Positions | Hourly | | |
| 463 | TBDAdditional Positions | Hourly | | |
| 474 | TBDAdditional Positions | Hourly | | |
| 485 | TBDAdditional Positions | Hourly | | |
| 496 | TBDAdditional Positions | Hourly | | |
| 7 | Additional Positions | Hourly | | |
| 8 | Additional Positions | Hourly | | |
| 9 | Additional Positions | Hourly | | |
| 10 | Additional Positions | Hourly | | |

## 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 |
|---|---|---|---|---|
| 441 | TBDAdditional Positions | Hourly | | |
| 452 | ~~TBD~~Additional Positions | Hourly | | |
| 463 | ~~TBD~~Additional Positions | Hourly | | |
| 474 | ~~TBD~~Additional Positions | Hourly | | |
| 485 | ~~TBD~~Additional Positions | Hourly | | |
| 496 | ~~TBD~~Additional Positions | Hourly | | |
| 7 | Additional Positions | Hourly | | |
| 8 | Additional Positions | Hourly | | |
| 9 | Additional Positions | Hourly | | |
| 10 | Additional Positions | Hourly | | |

## 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 |
|---|---|---|---|---|
| 441 | TBDAdditional Positions | Hourly | | |
| 452 | ~~TBD~~Additional Positions | Hourly | | |
| 463 | ~~TBD~~Additional Positions | Hourly | | |
| 474 | ~~TBD~~Additional Positions | Hourly | | |
| 485 | ~~TBD~~Additional Positions | Hourly | | |
| 496 | ~~TBD~~Additional Positions | Hourly | | |
| 7 | Additional Positions | Hourly | | |
| 8 | Additional Positions | Hourly | | |
| 9 | Additional Positions | Hourly | | |
| 10 | Additional Positions | Hourly | | |

Greater Orlando Aviation Authority
Procurement and Purchasing
Fatima F Calkins, Assistant Manager, Purchasing-IT
ONE JEFF FUQUA BOULEVARD, ORLANDO, FL 32827
FCalkins@goaa.org

# 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)

**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*~~

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

*P~~lease 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

**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.

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

Greater Orla Eo Aviatio Authority E
Procureme t a E Purchasi g E
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# 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*

Mo E ay, August 21, 2023 E

### 1. Budget

**Question:** What is the estimate bu get or approximate spe i g o the curre t i cumbe t co tract? E

**Answer:** stimate amou t of $15,000,000.00 for five years E

### 2. Required Forms

**Question:** I the RFP Page 22, subsectio ., subsectio 1. Respo se Forms to be tur e i to the E Aviatio Authority. "The Respo se forms, (1 through 9) shall be complete a sig e by the E Respo e ts uly authorize represe tative". I the RFP we o ly see the followi g forms a require E ocume ts: 1) Respo e ts Certificatio Form 2) A e um Receipt of Verificatio , 3) Co flict of E I terest Disclosure Form 4) Cert Regar i g Prohibitio .. 5) -Ver8ificaito Cert Form, 6) MWB Forms, E 7) Curre t W9, a 8) Proof of I sura ce. What is the a itio al form(s) require ? O li e it has a E Fi a cial Form a we o 't see a Fi a cial Form Attache . Is this our compa y fi a cial ocume ts? E

**Answer:** 1. A itio al I formatio - please refer to Tab 9 - A itio al I formatio if ee e . This sectio E refers to a y a itio al i formatio that the Aviatio Authority may require. 2. The Aviatio Authority is E requesti g Respo e t to submit the most rece t au ite a ual fi a cial stateme ts. This fi a cial E ocume tatio shall be uploa e as a separate attachme t via the e-procureme t platform a be E clearly labele as follows: "Co fi e tial Fi a cial Recor s Submitte u Eer Seal a E xempt from Flori a E Public Recor s Disclosure." (Refere ce Flori a Statutes Sectio 119.071(1)(c) for exemptio o fi a cial E recor s.) Please refer to Sectio 3.1.e of the Solicitatio . E

### 3. Current vendor(s)

**Question:** Is this a ew i itiative? If ot, please provi e the ames of the curre t ve Eor(s) provi i g the E services. E

**Answer:** No. a. A va ce IT Co cepts I c. (AITC) b. Barich I c. c. Faith Group Co sulti g, LLC . E Tech ology Ma ageme t Corporatio (TMC) E

## 4. No subject

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

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

## 5. Incumbent(s)

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

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

## 6. Pain points

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

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

## 7. Number of awards

**Question:** Please confirm the anticipated number of awards. L

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

## 8. Award

**Question:** How many Vendors are you planning to award? L

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

## 9. No subject

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

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

## 10. No subject

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

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

## 11. No subject

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

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

## 12. No subject

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

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

## 13. No subject

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

**Answer:** No. L

## 14. No subject

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

**Answer:** No. L

## 15. Public Record Request

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

*Aug 17, 2023 12:48 PM* L

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

*Aug 21, 2023 8:58 AM* L

**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.

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## 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 Reponses 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

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.

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## 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.

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 Situator / 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.

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## 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. <u>Financial Statements</u>**

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.**

**<u>Tab 3 - Respondent's Experience and Qualifications</u>**

**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.**

## 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**

**Bidder's Signature**

**Print Name and Title**

**Address:**

**Date**
**Duns Number**

**Federal Tax Id Number**

**Email:**

***Sworn to and subscribed before me by means of:***

***❑ physical presence or ❑ online notarization***

***this day of_____20___***

***by_____ 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) Seal**

**COUNTY OF )**

**Notary Public My Commission Expires:**

**Printed, typed or**
**stamped commissioned name of Notary Public)**

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

## 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. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

Addendum No. _____ Dated _____

_____
Company

_____
Signature

_____
Print Name

_____
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:

_____

Firm Name:

_____

Signature of Authorized Representative:

_____

Name and Title (Print or Type):

_____

Date:

_____

## 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:_____

By:_____
(Authorized Signature)

Title:_____

Date:_____

## 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:_____

Authorized Name:_____ Title:_____

Signature:_____ Date_____

**********

**State of**_____

**County of** _____

This instrument was acknowledged before me on_____(Date)

**Notary Public Signature**_____

## 6. MWBE FORMS

**LETTER OF INTENT/AFFIRMATION**
**Minority/Woman Owned Business Enterprise (MWBE)**
***(This page shall be submitted for each MWBE Firm)***

**Bidder:** Name_____

Address_____

City_____ State_____ Zip_____

**MWBE Firm:** Name_____

Address_____

City_____ State_____ Zip_____

**MWBE Contact:** Name: _____ Phone ( ) _____

Email: _____

**MWBE Certification Agency:** _____ Expiration Date _____
*Each MWBE Firm shall submit evidence (such as photocopy) of their certification status*

| Scope of Work | Quantity | Rates | Total |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

Year 1: $_____

Year 2: $_____

Year 3: $_____

Total Term Value: $_____ Percent of Total _____%

**AFFIRMATION:**
The above-named MWBE Firm affirms that it will perform the portion of the Contract as describe above for the estimated dollar value as stated above.

**By:** _____
(MWBE Owner's Signature) (Title) (Date)

The Respondent affirms it is committed to utilizing the above named MWBE Firm for the portion of the Contract as described above for the estimated dollar value as stated above.

**By:** _____
(Respondent's Authorized Signature) (Title) (Date)

**In the event the Respondent does not receive award of the prime Contract, any and all representations in this Letter of Intent/Affirmation shall be null and void.**

**MONTH ENDING:** _____

## GREATER ORLANDO AVIATION AUTHORITY

## MWBE DISBURSEMENT FORM

(To Be Submitted with EACH Invoice and Faxed to (407) 825-3004 or E-Mailed to DForms@goaa.org)

**CONTRACT: B05-22 Landside Terminal Landscape Maintenance I Irrigation Services**

(Number and Name)

SAMPL

| | Current Year | | | Previous Years Totals |
|---|---|---|---|---|
| | (A) | (B) | (C) | (D) |
| **PAYMENTS** | Current Payment | Previous Payments | Cumulative Payments | Amount |
| Prime Contractor Payment | | | | |
| Percent Achieved | | | | |
| | (Total Col E / Total Col A) | (Total Col F / Total Col B) | (Total Col G / Total Col C) | (Total Col H / Total Col D) |

| | Current Year | | | Previous Years Totals |
|---|---|---|---|---|
| | (E) | (F) | (G) | (H) |
| **MWBE SUBCONTRACTOR/VENDOR** | Current Payment | Previous Payments | Cumulative Payments | Amount |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| **TOTALS** | | | | |

**Summary**

| | | | |
|---|---|---|---|
| Original Prime Contract Total: | $ | Original Sub Contract Total: | $ |
| Amendment(s) Approved: | $ | Amendment(s) Approved: | $ |
| Revised Prime Contract | $ | Revised Sub Contract Total: | $ |

**Contract Goal:**

**Cumulative Goal Achieved:**

(Sum of totals G and H / Sum of totals C and D)

**Remarks:**

## 7. Current W9

**Request for Taxpayer Identification Number and Certification ▶**

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

## 8. No Response

If your firm is unable to submit a response at this time, please provide your firm's reason for not submitting and return to the Senior Purchasing Agent listed on the Cover Page.

**The remainder of this page is intentionally blank.**

GREATER ORLANDO AVIATION AUTHORITY

Faith Group



# Greater Orlando Aviation Authority

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

**Proposer:**

Faith Group Consulting, LLC
6761 Cherokee Ave.
Ft. Myers, FL 33905

September 13, 2023

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# TAB 2 – General Company Information

## A. Proposing Entity Structure

1. **Company Name:** Faith Group Consulting, LLC
2. **Lead Individual:**
   - **Name:** Zach Varwig – Principal in Charge
   - **Email:** zach@faithgroupllc.com
   - **Phone:** 314-920-8410
3. **Type of Organization:** Limited Liability Company
4. **Federal EIN:** [redacted]

Faith Group

## B. Cover Letter

September 13, 2023

Ms. Fatima Calkins
Assistant Manager, Purchasing-IT
5855 Cargo Road
GOAA Annex Bldg. - Purchasing Dept.
Orlando, FL 32827-0000

**Re: Request for Proposal for IT Continuous Consulting Services (24-101-RFP)**

Ms. Calkins,

The execution of complex airport IT and special systems projects requires a diverse team of professionals with overlapping skill sets. Additionally, delivering projects for a world-class aviation organization such as GOAA requires an in-depth understanding of airport operations. Faith Group Consulting understands what it takes to manage and staff this type of program. We have current experience as the prime consultant and engineer on numerous similar airport Technology Continuous Consulting contracts at PHL, MSP, CLT, ATL, DFW, SFO, LAX, BWI, and of course, MCO, many of which span more than a decade of service. This experience, which far exceeds the minimum requirements for requisite past performance, provides us with a unique perspective and many lessons learned as a long-term partner to Airport clients.

Faith Group Consulting has assembled a deep bench of qualified professionals, all with focused experience and specialties, along with a mutual dedication to success. We understand that project requirements can vary greatly from year to year, and it is imperative to this program's execution to have resources available across all technical areas and capabilities. Our team not only has international airport and airline expertise, but years of experience working on similar projects directly with GOAA staff. Our firm has a proven track record of meeting our project schedules, with accelerated prioritization of projects when required by the airport. We have a deep bench of small business partners to include DBE and MWBE firms as well, ensuring that our work provides the opportunity to strengthen the local small business community.

Our project approach provides GOAA a wide range of overlapping capabilities and skillsets which will meet the specific needs and schedule demands of the airport under any circumstance. We recognize that Faith Group must be flexible in our project delivery methodology and responsive to the needs of our subconsultant partners to jointly meet the needs of GOAA. As we have shown over our long history with GOAA, Faith Group will always work with the Authority and our partners to quickly contract and deliver projects as needed. Jason Wallace, Faith Group Consulting's proposed overall Program Manager, has multiple years of experience at GOAA delivering successful programs of all types. He is supported by a team of more than 100 aviation specific professional consultants and service providers.

Faith Group Consulting certifies that our firm has 19 years of experience providing the services outlined in the RFP, and we registered and qualified to do business in the State of Florida. A copy of our team's applicable registrations and licenses can be found in **Appendix E**. Response Forms can be found in **Appendix B**, Proof of Insurance can be found in **Appendix C**, and a copy of our firm's W-9 can be found in **Appendix D**. The Faith Group Consulting Team and its associated team members have extensive experience performing the variety of assignments and tasks as described in Attachment "A" – Compliance Expertise Matrix. This matrix has been included as a separate attachment via the GOAA e-procurement portal. Our firm's financial documentation (i.e. balance sheets, income statements, and cash flow statements) have also been uploaded as a separate attachment via the portal and is labeled as follows: "Confidential Financial Records Submitted Under Seal and Exempt from Florida Public Records Disclosure."

Faith Group Consulting is willing and able to execute an agreement as outlined in Exhibit 1 – Form of Professional Services Agreement. We look forward to meeting with you to discuss the exciting projects on the horizon and the new 10-year master plan and how our approach will assist in maintaining and furthering GOAA's reputation as a leader in the aviation industry.

Sincerely,

Zach Varwig, Principal-in-Charge
Faith Group Consulting, LLC
zach@faithgroupllc.com
Faith Group, LLC | 3101 S. Hanley Rd. | St. Louis, MO 63143 | O. +1.314.991.2228 | F. +1.314.991.2268

## C. Financial Statements

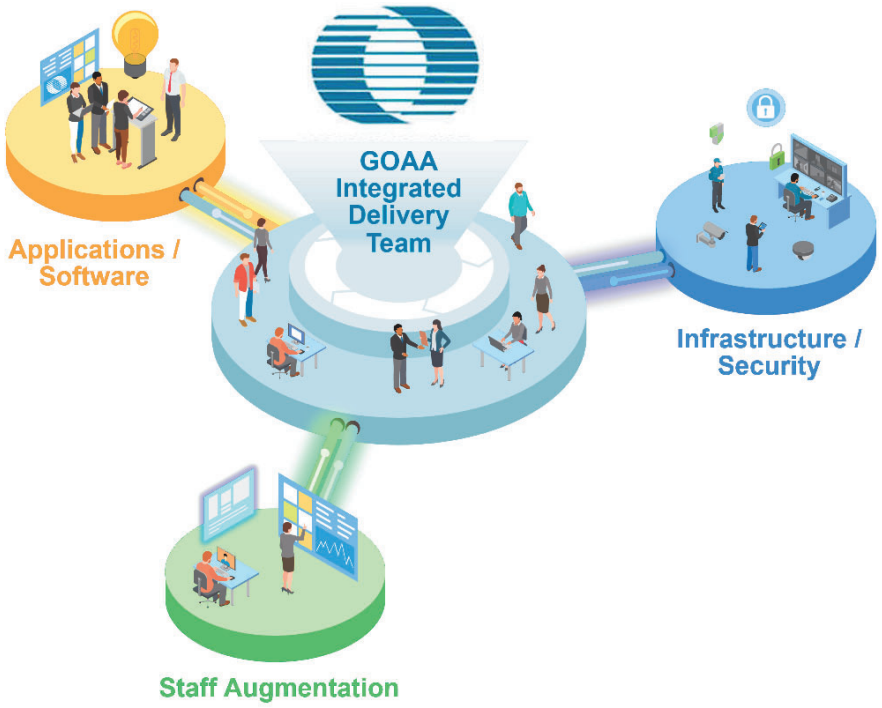
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# TAB 3 – Respondent's Experience and Qualifications

## A. Experience and Qualifications

On-call service contracts, by nature, require the responding firm to have a broad range of capabilities and skill sets available to meet the technical and staffing requirements of the addendums and Owner expectations. FG's work on the current contract has varied significantly in nature from mobile/web-based applications development to creation of comprehensive digital content and visual display systems to video management systems master planning. In order to meet this type of broad project portfolio, FG has assembled a team consisting of local, national and international firms each specializing in technology and security related research, planning, design, testing, operation and maintenance to support the complex needs of GOAA. The goal of the team is to provide a flexible environment with overlapping skill sets and services in order to provide efficient support in a timely and cost-effective manner. Our extensive reach across the industry will also play a key role in fulfilling unique or time sensitive scope requirements. In the past four years, Faith Group has conducted outreach to a variety of consultants, vendors, manufactures and integrators in order to meet the complex IT/Security needs of GOAA. FG Team members participate in national and international aviation technology trade organizations and work with more than 100 other airports across the globe, which provides broad access to virtually any area of required expertise. The Team also works directly with Airlines and other aviation-centric clients, which provides a broad knowledge base of industry trends and innovative use of technology systems.

FG has organized the Team around **3 core services areas**, shown right, based on recent experience at GOAA. This includes Staff Augmentation, Applications / Software, and Infrastructure / Security. Key team members include industry leaders in each service category. Move Agency, Ace, and Starboard, who are leading the Applications/ Software development efforts, all have recent experience working with GOAA and the airport stakeholder community. They also have national and international experience working with other airports on technically advanced software and integration solutions. We have also augmented the Applications team with new partners, including Tech4th, OATC and Accelerynt. The Infrastructure / Security work effort is headed up by FG internal subject matter experts with support from Certified Network Professionals (CNP), ARUP and Woolpert based on required domain expertise to complete the work. This Team has the requisite past experience at GOAA and skillsets to complete virtually any type of infrastructure or security systems project. Service Tec, along with FG internal staff, will be supporting the staff augmentation role. Several members of the Team are already playing key staff roles internal to GOAA's Information Technology group delivering an integrated staffing approach.




The Team has more than 185 people based in Florida focused on providing timely responses to all addendum requests. Numerous team members have in-depth experience coordinating with, meeting the requirements on projects funded by, and in accordance with rules and regulation set by the Federal Aviation Administration and Transportation Security Administration, CBP, Florida Department of Transportation.

Faith Group's focus is to provide an integrated delivery team that seamlessly combines with internal GOAA staff to deliver exceptional project outcomes. The convergence of diverse backgrounds, superior technical expertise, and a successful track record working with GOAA on past projects will ensure successful execution of all addendum requests under this contract.

## Team Members

Faith Group Consulting, LLC, as the prime consultant, has assembled a broad-based team of airport experienced firms, with key personnel having relevant experience on similar projects and with the Greater Orlando Aviation Authority. The FG Team's Airport Security and Technology System experience meets and exceeds the requested qualifications in support of the GOAA Department of Information Technology. Faith Group has a current working relationship with many of the following firms and is delivering industry lead technology solutions in a collaborative environment.

Areas of Expertise and firm capabilities of the FG team members are as follows:

**Faith Group Consulting, LLC (FG)** is the Prime Consultant. FG's firm responsibilities include overall Program Management and Assistance on Technical Direction for all aspects of the project and its tasks. FG will take overall responsibility for each assignment to support scope, schedule and fee development, review work-in-progress, discuss and resolve issues, and provide continuing direction on schedules and budgets. FG's scope includes participation in key meetings and presentations and ensuring that the appropriate resources are provided to the project as well as effective continuous communication and collaboration between all parties including GOAA. The FG internal team will support all aspects of the technical and operational scope, with a key focus on terminal systems, IT infrastructure and security system planning, design and construction management. Faith Group has a 19 year history in the Aviation market, having worked at over 80 different US and International Airports. Faith Group Consulting, LLC is WBE certified by the Small Business Development Department of GOAA.

**AceApplications, LLC (ACE) *** is a sub consultant for this contract. ACE is a locally headquartered Information Technology solutions, Software Development and staffing provider for businesses, schools, and government agencies. ACE's responsibilities will include project design, implementation, and support of task orders involving Applications or Systems Development, Web, Mobile, Desktop or Systems Support, IT Consulting or Training Services. ACE is a minority owned business listed in the GOAA MWBE directory, certified through City of Orlando, The State of Florida Office of Supplier Diversity and the Greater Orlando Aviation Authority as a DBE, MBE and LDB.

**Accelerynt** is a Microsoft Gold Partner, and a leading provider of security, ERP, and IT solutions. Founded by a team of cybersecurity, IT, and automation experts in 2018, Accelerynt brings together leaders in security operations, threat hunting, IT service management, ERP, and automation to enable teams to focus on making the most of their investments and quickly adding strategic value to their organizations. Accelerynt stands out by offering exceptional services to organizations reliant on the Microsoft Stack. They prioritize high standards, smart automation, and cutting-edge technology to deliver clear, effective security. They serve clients who operate Enterprise-class IT and Security Operations in a wide spectrum of Industries across North America. The firm will be supporting the Microsoft Security and Business Application requirements of this project.

**Arup** has 50 years of experience in the planning, design, finance, and operation of airports and associated systems (including digital and technical) and possesses a comprehensive range of expertise that covers the skills needed to engineer solutions efficiently and successfully within the requirements of the GOAA Information Technology Consulting services. Arup's technology teams have worked on many of the world's major airports, including JFK, LAX, Washington Dulles, Kansas City, LaGuardia, Toronto Pearson, London Heathrow, Dubai, and Hong Kong with technology and digital expertise. Many of the team members who worked on these domestic and international projects are based in the Americas and would be available to support the varied technology needs that would be considered under the GOAA Information Technology Consulting services.

**Certified Network Professionals, Inc. (CNP)** is responsible for the design, product/solution evaluation, procurement, installation, integration, migration, and any other planning or deployment activity requested by GOAA related to network infrastructure and security related systems. CNP has a broad range of aviation experience, including leading the network and security system enhancements at MIA. These activities will include coordination and collaboration with other parties, including GOAA. Certified Network Professionals, Inc. is a State of Florida certified DBE firm and a City of Orlando certified M/WBE firm.

**JDSolveIT** is a W/MBE certified firm with 20+ years of tech experience and a full commitment to delivering expected results and quality service. Since its inception, the firm has grown into a tech and business savvy company that solves clients' business challenges by providing services in customized software application, mobile development, system consulting, and the integration and management of remote developer teams. Specific to GOAA, JDSolveIT has been instrumental in the selection of K2 Blackpearl as well as developments tasks for Conflict of Interest and HR Requisitions on the platform.

**The JW Group, Inc. (JWG) *** will provide on-site project/program management and owner authorized representation from their Orlando Florida office. JWG is an IT consulting, management and design firm focusing exclusively on the aviation industry. In addition to providing on-site project management, they will also provide IT planning, business process and business case development and design requirement related services for communications infrastructure, LAN, EVIDS, Passenger Processing, Mobile Applications, Self-Service, Cellular DAS, indoor and outdoor wireless networks, Airport financial and business system, CCTV, Resource Management System, Airport Operational Databases, Parking and Ground Transportation Systems, Security Systems, System Integrations, RF engineering and RF surveys and telephony systems. Their staff professional registrations and certifications include PE, CPP, PSP, RCDD, CWNA, CISSP, CCNA, CCDA, CCDP and CCNP.

**Move Agency *** is a mobile design and development agency, with a client focus on airports. They provide several services to their clients to include Concepting, Mobile strategy, Digital roadmapping, UX design, Visual design, Backend development, Hosting support, iOS development, Android development, maintenance & support, and Project management.

**OATC, Inc.** provides Oracle Applications and Technology Consulting (on-premise, cloud: OCI and MS Azure) services to clients throughout the US, Canada, and Europe. OATC team members have extensive Oracle Applications and Technology experience starting with Oracle Applications 7, a.k.a MPL 7, and database version 4. OATC has executed many successful Oracle Application and technology projects, including (earlier releases too) R12.1/12.2/Cloud Application upgrades and implementations, with team members serving in various consulting capacities for our customers. OATC also offers remote and on-site Project Management, Functional, Developer and DBA services, as well as remote database support and monitoring services for Oracle, SQL*Server, and MySQL. OATC is an active Oracle Partner, an OATUG Star Partner, employs two Oracle ACEs and has a wealth of Oracle expertise spanning many different industries. OATC understands the critical success factors of executing enterprise application projects and will team with GOAA to ensure success.

**ServiceTec International, Inc. (ServiceTec) *** is the world's leading independent provider of managed IT services for airports and airlines. As part of this IT Consultant Services contract, they will continue to provide IT Support Staff Augmentation Services to GOAA. In addition to supporting the Telecom, Service Desk and ITOC functional areas within the Authority, ServiceTec can provide complete support and maintenance services identified by GOAA for other areas of the airport's IT infrastructure – for example, the Common Use environment. Finally, ServiceTec can deliver consultancy services for achieving a fully compliant ITIL v3 Best Practices framework for the GOAA IT Department, including exam prep and administration to achieve ITIL v3 Foundations Certification for all designated staff.

**Starboard Consulting, LLC (Starboard) *** is a local MWBE/LDB/DBE technology consultancy and system integrator, specializing only in Maximo® Asset Management. As specialists in Maximo implementations, upgrades, training, and support, they are focused on delivering to the highest standards and expectations of GOAA. Starboard professionals will provide a full range of Maximo services, including production support, upgrades, enhancements, report development, data loading, integration design and development, support of the Datasplice mobile solution, end-user training and any other needed activities related to the Maximo applications.

**Studdiford Technical Solutions, LLC (STS) *** is a Virginia-based small business consulting firm serving airports, airlines, and the federal government across all facets of the project lifecycle, from planning to project management, owner's representation, design, installation oversight, commissioning, close-out, and transition. The firm's industry-leading proven track record is grounded in our core values of superior integrity, cost-effective and pragmatic solutions, and diverse, well-rounded capabilities.

**Tech4TH Solutions Inc.** (Tech4TH) is an innovative IT services company focused exclusively on the travel & hospitality (T&H) sector. In fact, the very name Tech4TH is a play on words—it stands for 'technology for T&H'. The leadership team has worked with the Aviation industry for many years, implementing a wide range of solutions such as situational awareness systems, digital platforms for the regulated use of drones, semi-autonomous ground fueling and e-ticketing systems, and drone-based video analytics platform for real time surveillance.

**Woolpert, Inc. (Woolpert) *** Per this contract and as a subconsultant to Faith Group Consulting, Woolpert offers extensive experience in providing Computer-Aided Drafting (CAD), Geospatial Information System (GIS), and Building Information Modeling (BIM) services to medium- and large-hub airports. They provide a field-to-finish product, delivering highly accurate CAD/GIS models, migrated BIM data for lifecycle management, and traditional 2D and 3D CAD drawings in any required format. Woolpert recently chaired the building Smart Alliance project that developed best practices for integrating BIM and GIS.

**Faith Group Consulting has a working relationship with these companies.*

## 1. Description of Services and Recent Experience

The following recent services illustrate the FG team's ability to perform the requirements of this contract

| FAITH GROUP CONSULTING TEAM SYSTEMS EXPERIENCE MATRIX SUMMARY | | Wireless technologies | Video technologies/analytics | Passenger Flow Monitoring Technologies | Digital Media Content Development | Unified Communications | Airport Info. Management | Content and Records Mgmt. Solutions | Parking Technologies for Revenue Control & Guidance | Mobile technologies for Operations/Customer Services | Application Development Technologies | Business Intelligence | IT Systems monitoring and management solutions | Geospatial solutions, GIS,GPS | Information security process/ technology/system/application | Building Information Management (BIM) systems | Building automation and management systems | Technical infrastructure systems, UPS, HVAC | Airport trunk radio solutions and systems. | Passenger and baggage processing | Patron loyalty programs | Point-of-sale systems and integration | Computer-based training systems. | Asset life cycle mgmt.. technologies | System & Data Integrations (SOA and API technologies) | IoT Hardware, software, systems and technologies |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Faith Group Consulting | **On-Call Security and Special Systems Consultant**<br>**Client Name:** Philadelphia International Airport<br>**Location:** 8500 Essington Ave, Philadelphia, PA 19153<br>**Contact:** Allen Mehta, CIO \| allen.mehta@phl.org (215) 760 - 6240 | ✈ | ✈ | | | | | ✈ | | | | | | | ✈ | | ✈ | ✈ | | ✈ | | | | ✈ | ✈ | ✈ |
| | **Program Management for Multiple Projects and Programs**<br>**Client Name**: San Francisco International Airport<br>**Location**: 780 S Airport Blvd. San Francisco, CA 94128<br>**Contact:** Greg McCarthy, SFO Project Manager \| 650-642-7812 | ✈ | ✈ | ✈ | ✈ | | | | | ✈ | | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | | | | ✈ | ✈ |
| | **Indefinite Delivery of Design Professional Services**<br>**Client Name**: Dallas-Ft. Worth International Airport;<br>**Location**: 2400 Aviation Dr, DFW Airport, TX 75261<br>**Contact:** Mike Youngs, CIO, myoungs@dfwairport.com (480) 330-2145 | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | ✈ | ✈ | ✈ | ✈ |
| | **Terminal 1 Redevelopment**<br>**Client Name**: JFK Airport / New Terminal One<br>**Location**: 144-33 & 35 Jamaica Avenue, Jamaica, NY 11435<br>**Contact:** Ricardo Pinillos Villaescusa, PMO, rpinillos@onejfk.com (469) 785-0282 | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | | ✈ | ✈ | ✈ | ✈ | | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | ✈ | | ✈ | ✈ | ✈ |
| | **IT Project Management and Technical Support Services**<br>**Client Name**: Los Angeles World Airport<br>**Location**: 6053 West Century Blvd., Suite 500 Los Angeles, CA 90045;<br>**Contact:** Georgianna Streeter, Chief Management Analyst ,<br>gstreeter@lawa.org, 424-646-7754 | ✈ | ✈ | ✈ | ✈ | | | | | ✈ | ✈ | ✈ | ✈ | | ✈ | ✈ | ✈ | ✈ | | ✈ | ✈ | ✈ | ✈ | | | ✈ | ✈ |
| | **IT Consulting Contract**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Peter Pelletier, CIO, PPelletier@goaa.org (407) 825-3902 | ✈ | ✈ | | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | ✈ | ✈ | | | ✈ | | | | ✈ | | ✈ | ✈ | ✈ |

# FAITH GROUP CONSULTING TEAM SYSTEMS EXPERIENCE MATRIX SUMMARY

| | | Wireless technologies | Video technologies/analytics | Passenger Flow Monitoring Technologies | Digital Media Content Development | Unified Communications | Airport Info. Management | Content and Records Mgmt. Solutions | Parking Technologies for Revenue Control & Guidance | Mobile technologies for Operations/Customer Services | Application Development Technologies | Business Intelligence | IT Systems monitoring and management solutions | Geospatial solutions, GIS,GPS | Information security process/ technology/system/application | Building Information Management (BIM) systems | Building automation and management systems | Technical infrastructure systems, UPS, HVAC | Airport trunk radio solutions and systems. | Passenger and baggage processing | Patron loyalty programs | Point-of-sale systems and integration | Computer-based training systems. | Asset life cycle mgmt.. technologies | System & Data Integrations (SOA and API technologies) | IoT Hardware, software, systems and technologies |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| AceApplications | **Enterprise Website Re-design, Hosting, Maint. and RFP**<br>**Client Name**: Jackson-Medgar Wiley Evers International Airport<br>**Location**: 100 International Dr, Jackson, MS 39208<br>**Contact:** Bryan Helaire, Director, IT \| 601-664-3585 | ✈ | | | ✈ | | | ✈ | | ✈ | ✈ | | ✈ | | ✈ | | | ✈ | | | | | | | ✈ | |
| | **On-Call Services/MCOCares Employee Intranet/Mobile App Testing**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Angela Howard, Manager of Customer Service \| 407-825-7116 | ✈ | | ✈ | ✈ | | ✈ | ✈ | | ✈ | ✈ | ✈ | | ✈ | ✈ | | | | | | ✈ | | ✈ | | ✈ | |
| | **Master Plan Website Development, Hosting & Maint.**<br>**Client Name**: Dallas-Ft. Worth International Airport<br>**Location**: 2400 Aviation Dr, DFW Airport, TX 75261<br>**Contact**: Eric Bernhardt, Director \| 847-636-1709 | | | | ✈ | | | ✈ | | ✈ | ✈ | | ✈ | | | | | ✈ | | | | | | | ✈ | |
| The JW Group | **ITMP, On-Call Services**<br>**Client Name**: Austin-Bergstrom International Airport<br>**Location**: 3600 Presidential Blvd, Austin, TX 78719<br>**Contact:** Michelle Moheet, IT Manager \| 512-530-6336 | ✈ | ✈ | ✈ | | | | ✈ | ✈ | | | ✈ | ✈ | | ✈ | | | ✈ | ✈ | ✈ | | | ✈ | | | |
| | **SLC Airport – On-Call; Airport Redev. Design;**<br>**Client Name**: Salt Lake City International Airport<br>**Location**: W Terminal Dr, Salt Lake City, UT 84122<br>**Contact:** Ed Cherry, Director of IT \| 801-575-2915 | ✈ | ✈ | ✈ | ✈ | | | | ✈ | | | | ✈ | | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | | ✈ | ✈ | | |
| | **ITMP, MUFIDS, Telephone**<br>**Client Name**: Memphis International Airport<br>**Location**: 2491 Winchester Rd, Memphis, TN 38116<br>**Contact:** Jarrett Morgan, Director of IT \| 901-922-0107 | ✈ | ✈ | | | | | ✈ | | | | | | | | ✈ | ✈ | ✈ | | | | | | | | |
| OATC | **Raleigh-Durham Airport Authority (RDUAA)**<br>**Client Name:** Raleigh-Durham International Airport<br>**Location:** 1000 Trade Drive, RDU Airport, NC 27623<br>**Contact:** Chuck McFall, Sr. VP and CIO, 919.906.2512 (office) | | | | | | | | | ✈ | ✈ | ✈ | ✈ | | ✈ | | | | | | | ✈ | | ✈ | ✈ | |
| Move | **MCO Airport –5 year On-Call Service Contact**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Joe Furnari, Manager, Automation Software, 407-825-4548 | | | | | | | | | ✈ | ✈ | | | | | | | | | | | | | | | |
| | **App Development/Service/Roadmap**<br>**Client Name**: Dallas-Ft. Worth International Airport<br>**Location**: 2400 Aviation Dr, DFW Airport, TX 75261<br>**Contact:** Martin Rubinstein. Marketing Director \| 469-909-7156 | | | | | | | | | ✈ | ✈ | | | | | | | | | | | | | | | |

## FAITH GROUP CONSULTING TEAM SYSTEMS EXPERIENCE MATRIX SUMMARY

| | | Wireless technologies | Video technologies/analytics | Passenger Flow Monitoring Technologies | Digital Media Content Development | Unified Communications | Airport Info. Management | Content and Records Mgmt. Solutions | Parking Technologies for Revenue Control & Guidance | Mobile technologies for Operations/Customer Services | Application Development Technologies | Business Intelligence | IT Systems monitoring and management solutions | Geospatial solutions, GIS,GPS | Information security process/ technology/system/application | Building Information Management (BIM) systems | Building automation and management systems | Technical infrastructure systems, UPS, HVAC | Airport trunk radio solutions and systems. | Passenger and baggage processing | Patron loyalty programs | Point-of-sale systems and integration | Computer-based training systems. | Asset life cycle mgmt.. technologies | System & Data Integrations (SOA and API technologies) | IoT Hardware, software, systems and technologies |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Starboard** | **IT Consulting Services Contract**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Douglas Bilbruck, Facilities Asset Manager \| (407) 825-4555 | | | | | | | | | ✈ | ✈ | | | | | | | | | | | | | ✈ | ✈ | |
| | **Maximo Support and Enhancements**<br>**Client Name**: Southwest Florida International Airport<br>**Location**: 11000 Terminal Access Rd, Ft. Myers, FL 33913<br>**Contact:** Phil Murray \| 239-590-4541 | | | | | | | | | ✈ | ✈ | | | | | | | | | | | | | ✈ | | |
| **ServiceTec** | **MCO Airport – On-Call Services/Staff Aug.**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Peter Pelletier, CIO, PPelletier@goaa.org (407) 825-3902 | | | | | ✈ | | | | | | | ✈ | | ✈ | | | | | | | | | | | ✈ |
| | **OAK Airport –Special Systems Support**<br>**Client Name**: Oakland International Airport<br>**Location**: 500 Water St., Oakland, CA 94607<br>**Contact:** Kyle Mobley, Aviation IT Manager \| 510-563-6588 | ✈ | ✈ | | | | ✈ | | | | | | ✈ | | ✈ | | | | | ✈ | | | | | | |
| | **Frontline Support Services Contract**<br>**Client Name**: Minnesota-St. Paul International Airport<br>**Location**: 6040 28th Avenue South, Minneapolis, MN 55450; **Contact:** Eduardo Valencia, Vice President/CIO \| 612-467-0961 | | ✈ | | | | ✈ | | ✈ | | | | ✈ | | ✈ | | | | | ✈ | | | | | | ✈ |
| **Woolpert** | **On-Call Information Technology Service Contract (2021 – 2024); CAD, GIS, BIM, and Related Services**<br>**Client Name**: Orlando International Airport<br>**Location**: 1 Jeff Fuqua Blvd, Orlando, FL 32827<br>**Contact:** Tuan Nguyen, PE, Manager of Engineering \| 407.825.4662 | ✈ | | | | | | | | | | | | ✈ | | | | | | | | | | | ✈ | |
| | **On-Call Technology Planning Contract (2021-2024); GIS, Planning, and Modeling Services**<br>**Client Name**: Fort Lauderdale-Hollywood International Airport<br>**Location**: 100 Terminal Dr, Fort Lauderdale, FL 33315; **Contact:** Dave Gotschall, Sr. Project Manager \| 614-239-4012 | ✈ | | | ✈ | | ✈ | | ✈ | ✈ | | | | ✈ | | | | | | | | | | | ✈ | |

## 2. Recent Experience

Below are brief descriptions of services provided by the Faith Group Consulting Team, including scope details, total cost, and completion date.

| Project | Reference | Project Description | Key Staff |
|---|---|---|---|
| **Orlando International Airport – On-Call Service Contract (2007-2024), Telecom and Security**<br><br>**Completion Date:** 2024<br>**Total Cost:** TBD (Ongoing) | Peter Pelletier, Chief Information Officer PPelletier@goaa.org (407) 825-3902 | ***FG –***The overall services contract includes industry research, IT master planning, concept development, software development, system specifications, architecture, project management and construction commissioning services. Specific task orders underneath the contract have included the following: On-site Project Management and Design Services; Multiple IT Master Plan updates, including planning for digital enhancements across the organization, through 5 years; Evaluation and recommendations related to the Airport's Network, Server and Storage architecture, to specifically support security applications, analytics and devices for the next 3 years of expansion; Multiple Airport Mobile app phases of requirements and software development. Included multiple full version upgrades, and interim patches to the MCO mobile app. Includes complete indoor location awareness utilizing BLE beacons, parking notifications, multiple integrations into cloud solutions, and the expansion to include the new Terminal C facility; Development and management of digital media ecosystem design to entertain and inform the public. Includes software and services to support over 1500 digital displays throughout the Airport, including one of the largest contiguous video walls in the United States. Also includes overhead Dynamic Wayfinding for passengers throughout the airport; Padzilla Mobile Development, which ported the Mobile app to large format displays; Video Wall and Digital Signage Evaluation and Recommendation for common use passenger Check-In video walls; Redesign, enhancement and mobile-enablement of the MCO Cares website, a source of information for the airport community (those working at/on/near the airport grounds). It provides information about customer service & recognition programs, employee discounts, training materials, airport pocket guides, current job openings, improvement idea submissions and employee surveys; Network Operations Center staffing and support for a full time 24/7 NOC; C-Cure 800 to 9000 2.2 Access Control System Replacement and Upgrade, including integration into the new Credentialing Management System and Qognify Situator platform; Development of a CCTV standards document that provides detailed specifications for camera views and equipment for use by all capital projects; Proof of concept framework development and management for the evaluation of video surveillance analytics and new video surveillance camera technology; Video Surveillance System removal and replacement design for the entire facility; Evaluation and expansion of the ACS and VMS environment at MCO to 20+ surrounding facilities on the Airport campus; C-Cure 9000 2.2 to 2.8 Access Control System Upgrade; Project Portfolio management, including standardizing processes, implementing MS Project server environment, and providing PPM Software training and support; Synect Smart Wayfinding; Maximo Upgrade, enhancements, & training; Maximo Application Suite (MAS) Assessment, GIS Spatial Assessment & Address Management implementation and Building Management Systems integration. | Faith Varwig<br>Zach Varwig<br>Jason Wallace<br>Jeff Chambers<br>Grant Gray<br>Joe Fallon<br>Brian Scherrer<br>Rick Adams<br><br>Subs – AceApplications; JWG; Move Agency; ServiceTec; Starboard; Woolpert; Maven |
| **San Francisco International Airport – Airport Development Plan / Multiple Projects and Programs**<br><br>**Total Cost:** $3B+ | Greg McCarthy, Project Manager Greg.McCarthy@flysfo.com (650) 642-4849 | ***FG –*** Faith Group has a long history of projects with SFO; the firm is currently working on or has completed multiple programs and projects for the Airport related to technology, security, building controls/monitoring, audio, and visual systems. As a trusted advisor to the Airport and multiple project teams, Faith Group has participated in the following roles: Prime Program Manager, Lead Special Systems Designer, and Special Systems Consultant. Nearly all programs that Faith Group participates in have a degree of technological or delivery complexity. To date, the following projects SFO projects have been completed by Faith Group:<br>◄ Airport Security and Infrastructure Program (ASIP) - Prime Program Manager<br>◄ Energy Management and Control Systems (ECMS) – Prime Program Manager | Faith Varwig<br>Heidi Benaman<br>Norm Clevenger<br>Joe Fallon<br>Zach Varwig<br>Grant Gray<br>Rick Adams<br>Brian Scherrer |

| Project | Reference | Project Description | Key Staff |
|---|---|---|---|
| **Completion Date:** Ongoing | | ◀ Terminal 1 Boarding B – Lead Special Systems Designer<br>◀ Courtyard 3 Connector – Lead Special Systems Designer<br>◀ Long-term Parking Garage 2 – Special Systems Program Manager<br>◀ ITB CBIS Modernization and BHS Improvements – Special Systems Program Manager<br>◀ Program Support Services for Activation and Commissioning – Special Systems Program Manager and Consultant<br>◀ Passenger Processing and Information Display System Upgrade – Special Systems Consultant<br>◀ Wayfinding Enhancement Program (WEP) – Lead Special Systems Designer | |
| **Dallas Fort Worth International Airport, IT Indefinite Delivery of Design Professional Services**<br><br>**Total Cost:** $5.4M<br>**Completion Date:** 2024 (with possibility of two optional extensions) | Royce Holden, Asst. Vice President – IT Services rholden@dfwairport.com (972) 973-5429<br>Mike Youngs, CIO myoungs@dfwairport.com (480) 330-2145 | ***FG -*** This contract provided professional consulting services required for the analysis, study, planning, design, construction support and construction management of DFW Airport technology infrastructure and service delivery. Work efforts are accomplished via individual Delivery Orders, each with a specific scope and schedule along with set deliverables. Technical areas of expertise included in potential Delivery Orders include: network, topology and premise distribution; telecommunications; IT infrastructure; wireless; licensed and unlicensed frequencies; Public Address / Voice Evacuation (PA/VE); trunked radio; Closed Circuit Television (CCTV) and Digital Video Recording (DVR) systems; Automated Access Control Systems (AACS); Common Use Passenger Processing Systems (CUPPS); Electronic Visual Information Display Systems (EVIDS); Master Antenna Television System (MATV); Airfield Lighting Control System; Audio/Video System; IT Network and Applications. | Faith Varwig<br>Jason Wallace<br>Zach Varwig<br>Harold Flamenbaum<br>Joe Fallon<br>Rick Adams<br>Grant Gray<br>AJ Silva<br>C.B. Will |
| **Wayne County Airport Authority (WCAA)/Detroit Metropolitan Airport – Master Plan Website**<br>  | Bryant Holt Deputy Director, Strategy Management Bryant.Holt@wcaa.us 1-734-942-3745 | ***ACEAPPLICATIONS*** – This project involves software design and development services to create a new interactive and informative Website to host and manage documents, project information and digital assets for the Master Plan of the WCAA. The website would benchmark and incorporate best practices of other master planning and environmental planning websites and is designed and optimized for viewing on mobile and tablet devices. The web site features a Document Library for important plan documents; Calendar of Meetings, and Pictures and Presentation Materials; Master Plan Project Plan; Committee Presentations & Documentation; Public Information; and Online sign-up for news & updates. The firm successfully provided website design and development, hosting, maintenance, support and content management services. | Courtney Powell<br>Kandis Weekes<br>Andrew Burdett<br>Nicole Grinsell<br>Carlos Haddad<br>*Faith Group Consulting* |
| **Denver International Airport - On-Call Technologies Strategic Partners; CCTV/VMS Assessment / Roadmap**<br><br>**Completion Date:** Ongoing<br>**Contract Value:** TBD (Ongoing) | Cheryl Monroe Director of Infrastructure Operations; Cheryl.monroe@flydenver.com 1-303-342-2424 | ***JW GROUP*** – The JWG team was tasked with the performance of a Program Assessment and Roadmap for the Video Media System (CCTV system) at DEN. The 1st phase includes discovery, inventory, and stakeholder interviews to document the existing conditions of the system as well as the desired configuration and functionality. The identification and documentation of operational / business goals and objectives will provide the team with a clear definition of the goals and objectives of the DIA Business Technologies Division. The 2nd phase of the project will provide a gap analysis of existing conditions versus the desired future state along with a recommended implementation roadmap. JWG is providing Project Management, Business Analysis, Financial Analysis, Planning, Analysis and Research and Construction Cost Estimating. | Jim Willis<br>Mike Mann<br>Han Pak<br>Derek McMillian<br>Pat Geisler |

| Project | Reference | Project Description | Key Staff |
|---|---|---|---|
| **Dallas Fort Worth International Airport - Digital Airport Platform**<br><br>**Completion Date:** Ongoing<br>**Contract Value:** TBD (Ongoing) | Martin Rubinstein, Marketing Director; mrubinstein@dfwairport.com +14699097156 | ***MOVE AGENCY***– Move has been a partner of DFW Airport since 2015. Following the successful integration of the Digital Airport Platform, several additional features have been incrementally incorporated. Presently, due to a new web environment that seamlessly integrates with app, the digital airport experience is now comprehensive. The iOS, Android, and web environments are all managed from the same CMS (Content Management System). This significantly simplifies content management for the Airport while affording passengers a consistent interface, regardless of their device of choice. | Jacco Appeldoorn<br>Stefan Smit<br>Bas Kerkhoven<br>Vera Tans<br>Michael Peters<br>Chris van Mook |
| **Port of Oakland/Oakland International Airport – Special Systems Support**<br><br>**Completion Date:** Ongoing<br>**Total Cost:** TBD (Ongoing)<br><br>  | Kyle Mobley, Aviation IT Manager; kmobley@portoakland.com 1-510-563-6588 | ***SERVICETEC*** - In 2008 the Port contracted ServiceTec for a wide range of IT infrastructure projects, including its S/CUPPS service, preventative maint. programs, FIDS, and network support, which includes troubleshooting of all systems on the WAN. ServiceTec provides and trains locally based technicians and site management personnel to deliver the services to OAK. ServiceTec provides Service Desk resources to support the administrative offices. *CUSS Kiosks*: ServiceTec has been supporting CUSS kiosks since 1998. When Norwegian Airlines commenced operations in 2014, in addition to working with Norwegian to get them set up on the AirIT EASE shared use system, the Team was involved in ensuring all the LED's and back walls displayed the right content and produced custom graphics to be displayed at the Gate holding area. *LED to LCD Project*: In 2015, OAK had a need to replace the existing LED displays above the Terminal 1 ticket counters with LCD displays. ServiceTec reviewed the existing LED Seand was able to reverse engineer the existing LED setup and come up with a solution, which had the LCD's tied into the Ultra MUFIDS platform. The firm is implementing a similar setup for Southwest. *MUFIDS/AODB*: The recent change in the MUFIDS (and AODB) was completed within tight deadlines and with minimum disruption to operations. ServiceTec effectively took over project management for this implementation. ServiceTec was able to set up the network and pre-install much of the computer equipment prior to the AirIT team coming on site for deployment. ServiceNow: The Port has recently started the implementation of ServiceNow as a replacement for the HEAT ticketing system. ServiceTec has been working with ServiceNow for 2 years at one of our other sites and will use that experience to suggest ways in which the system can be configured to ensure the essential information is recorded for the work we do. | Lynne Harrison |
| **Lee County Port Authority/Southwest Florida International Airport – Maximo Support and Enhancements**<br><br>**Completion Date:** Ongoing<br>**Total Cost:** TBD (Ongoing) | Phillip Murray CIO; pwmurray@flylcpa.com 1-239-590-4541 | ***STARBOARD*** – LCPA was established in 1987 to operate Southwest Florida International Airport (RSW) and Page Field. Currently, Starboard is upgrading LCPA's existing Maximo to a Maximo SaaS instance and providing all related services including licensing, data migration, database replatforming from Oracle to SQL Server, configuration, implementation, training, and ongoing software support and maintenance services. Tasks performed as part of this project include:<br>• Upgrading the Authority's Maximo 7.6.0.8 instance to the latest stable, supported version that runs in a FedRAMP Moderate Impact Level certified data center<br>• Migrating LCPA's three Maximo environments from on‐premises to a FedRAMP certified cloud<br>• Migrating the Maximo database from Oracle 11 to Microsoft SQL Server's latest stable version<br>• Integrating with the existing Single Sign On (SSO) SAML 2.0, JD Edwards EnterpriseOne ERP system, and MegaTrak Fuel Management System<br>• Providing mobile application capability<br>• Ensuring consistent and reliable ongoing support and maintenance of the hosted environment and the mobile application | Amy Tatum<br>Gustavo Do Los Rios |

| Project | Reference | Project Description | Key Staff |
|---|---|---|---|
| **San Francisco International Airport – Geospatial Information System (GIS) Services**<br><br>**Completion Date:** Ongoing<br>**Total Cost:** TBD (Ongoing) | Walis Alonso<br>Information Technology Specialist<br>walonso@broward.org | ***WOOLPERT*** –The Broward County Aviation Authority (BCAD) engaged Woolpert to provide services and assistance through a Technical Solutions for Advanced Planning Services Contract for the Fort Lauderdale Hollywood International (FLL) and North Perry (HWO) Airports. Woolpert's responsibilities included tasks in four categories: 1) Geographical Information Systems, 2) Dynamic Planning and Development Management, 3) Airport Modeling Solutions, and 4) General Airport Planning Solutions. In addition, Woolpert is providing aviation-related technical training, on-call or on-site support, and assisting BCAD with other more general planning technologies issues that may impact FLL or HWO but are not necessarily aviation-specific. As part of this contract, Woolpert is currently working on the following four tasks: Strategy and Vision Plan, Update BIM Standards, Develop Unmanned Aircraft Systems (UAS) and Advanced Air Mobility (AAM) Program, and provide On-Call Support Services. | Ed Copeland, Prateek Sharma |
| **Raleigh-Durham Airport Authority (RDUAA)**<br><br>**Completion Date:** Ongoing<br>**Contract Value:** TBD (Ongoing) | Chuck McFall, Sr. VP and CIO<br>919.906.2512 (office)<br>Chuck.Mcfall@rdu.com | ***OATC, INC. -*** Successfully provided project leadership, functional and technical expertise to improve feature and functionality, resolve post-implementation issues [initial implementation not performed by OATC, OATC was brought in to resolve issues and problems in the mid 2000s which is when the relationship was formed which turned into a multi-year support engagement. OATC assisted with issues in a variety of modules for Oracle HCM, PR, OTL, BEN, FIN (GL,AP,AR), PO, iProc, FA, PA, and many other strategic projects with this client. OATC successfully bid and won the R12.2 upgrade at RDUAA. OATC upgraded RDUAA from Oracle EBS 11.5.10.2 to Oracle EBS 12.2.6, fully virtualized (OVM and VMWare), Oracle Enterprise Linux (OEL), Private-Cloud migration and upgrade, which included the migration of many Oracle Reports and Interfaces, creation of new AP Check, Purchase Order using BI Publisher, de-commissioning of Oracle Discoverer, the implementation of Report Manager, supported the implementation of a third-party reporting tool, complete change to the chart-of-accounts (revised chart, new segments), and many other improvements throughout the EBS upgrade. Many immediate improvements early on in the upgrade project to improve usability of EBS 12.1.3 which transitioned into improvements in 12.2.6. Highly successful project, live on-time and under budget. | Bill Dunham, Ken Carpenter, Michael Barone, Don Driggs, Harini Chari, Tom Blanford, Rakesh Huria |
| **Culinary Institute of America**<br><br>**Completion Date:** Ongoing (The length of relationship is about 20 years.)<br>**Contract Value:** TBD (Ongoing) | Michael Romanovsky, IT Director<br>845.451.1491 (office)<br>Michael.Romanovsky@culinary.edu | ***OATC, INC. -*** Successfully provided project leadership, functional and technical expertise to upgrade and migrate CIA from Sun Solaris (32 bit) to REHL (64 bit), Oracle Applications from 11.5.8 to R12.0.6, eventually upgrading to 12.1.3 then to 12.2.8, as well as integrated EATEC point of sale application with Oracle Applications. OATC has worked many other strategic projects with this client over an almost 20-year relationship. Recently completed upgrade of Oracle EBS 12.1.3 to 12.2.8, RedHat Enterprise Linux (RHEL), lift and shift to Microsoft Azure Cloud as part of project, live in January 2019, migration of many reports, and integration to third party products, as well as integration to Oracle Hyperion Cloud from Oracle EBS. OATC is actively implementing iProcurement, re-implementing Purchasing, and building out integration from Oracle Hyperion Cloud back into Oracle EBS. Multi-year remote support engagement. | Bill Dunham, Michael Barone, Don Driggs, Harini Chari, Tom Blanford, RJ Stevens, Brandon Honeycutt, Joseph Van, Terri Ciceron |
| **Orlando International Airport, BHS/CBIS Integration Support, Design & TSA Compliance**<br><br>**Completion Date:** April 2022<br>**Contract Value:** $120M | Ion Apezteguia, Project Director<br>(407) 701-4622 (cell)<br>Ion.Apezteguia@vanderlande.com | ***STUDDIFORD TECHNICAL SOLUTIONS (STS) –*** As a member of the BHS DB team, Studdiford Technical Solutions, LLC (STS) provided BHS subject matter expertise, design oversight, integration support and commissioning services for the new South Terminal. The system is only the second ICS in the United States, bringing state-of-the-art technology to the forefront of new terminal development. The scope of services includes oversight of all BHS CBIS design for TSA compliance, TSA submittals preparation, and commissioning-related activities including pre-Integrated Site Acceptance Testing (ISAT) and Test Readiness Review (TRR) support. Before going live in 2022, the BHS team undertook an 18-month testing and commissioning phase to ensure that every single component functions as required. | Larry Studdiford, Ryan Crews, Bill Mazzabufi |

| Project | Reference | Project Description | Key Staff |
|---|---|---|---|
| **Ryder Transportation and Logistics**<br><br>**Completion Date:** Ongoing (60+ projects)<br>**Contract Value:** TBD (Ongoing) | Matt Wignall - Head of Supply Chain Account, Matt_Wignall@Ryder.com | ***Tech4th Solutions –*** Tech4th 60 plus projects for the customer around IT compliance and process improvement including building a portal for tracking and managing business applications. | Kirti Acharya - Client Partner and Vice President- Digital Business Services |
| **Orlando International Airport – ON-CALL LOW VOLTAGE SERVICES**<br><br>**Completion Date:** Ongoing<br>**Contract Value:** TBD (Ongoing) | James McMillian, GOAA Assistant Manager, Structured Cabling James.mcmillan@goaa.org 1-407-825-3531 | ***CNP –*** 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. | Orlando Suero<br>Hector Robles<br>Mike Gonzalez<br>Chris Vadnais |
| **Miami International Airport – SECURITY COMMUNICATIONS MAINTENANCE AGREEMENT**<br><br>**Completion Date:** Ongoing<br>**Contract Value:** TBD (Ongoing) | Bernardo Prado, MDAD – Airport Building System Manager Bprado@FlyMIA.com 1-305-876-0585 | ***CNP –*** 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 demonstrations, procurement, installation, integration, and operations of existing and new communication 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. | Orlando Suero<br>Hector Robles<br>Mike Gonzalez<br>Chris Vadnais<br>Sergio Faundez<br>George Lob |

## 3. Recent Example Projects

The following three (3) profiles include detailed narratives of three recent projects.

### John F. Kennedy International Airport
### New Terminal One

**CAMPUS SIZE:** Large Hub
**START/END DATE:** 10/01/2021-05/01/2026
**PROJECT COST:** $9.5B Program
**PROJECT ROLE:** Subconsultant to Gensler
**OWNER:** New Terminal One LLC
**REFERENCE:** Ricardo Pinillos Villaescusa, PMO
rpinillos@onejfk.com, (469) 785-0282



Faith Group Consulting is providing Master Systems Integrator program management services, systems design and engineering for the New Terminal One Program at JFK International Airport. The program consists of a multi-year redevelopment, spread over phases, which completely overhauls the international terminal (existing Terminal 1 and Terminal 2). The design of the facility is focused on enhancing passenger processing through the deployment of advanced systems including self-baggage drop and check-in, touchless travel, virtual queueing, smart restrooms, video analytics to support social distancing, biometric deployment for passenger and employee use and touchless payment systems for concessionaires. The project has been completed through 100% Design, and is now in CA.

The program includes the following core technology systems:

- **Information and Communications Technology** – Cabling, Server and Storage Infrastructure, Public/Private Wi-Fi, Master Clock/Network Time Integration, VoIP/Telephony, Call Center Technology, Crash Phones, System and Network Management Applications
- **Security Systems** – Video Surveillance, Physical/Electronic Access Control, Biometric Modules, ICT Infrastructure for Federal Agencies, Cyber Systems for Perimeter and Endpoint Security, Gun Shot Detection.
- **Terminal Operations** – Biometric tokenization technologies for Common Use Terminal Equipment (Common Use Self-Service, Common Use Passenger Processing, and Self-Boarding/E-Gate), Smart Restrooms, Multi-Use Flight Information Display System, Airline Curbside Screens/Signage, Digital Wayfinding/Signage, Broadcast Television IPTV, Advanced Visual Docking Guidance System infrastructure, ITOCC (systems, workstations, infrastructure), Virtual Apron Control Room infrastructure.
- **Enabling Work** - the relocation of existing communications infrastructure for continued connectivity.
- **Infrastructure Support of the Following Systems** – Self-Bag Drop and Self-Service Bag Counters, Associated Operational Interfaces, Local Departure Control System, Airport Operational Database, Resource Management System, Security Checkpoint Technology, Explosive Detection System, Baggage System Interfaces, Revenue Management and Billing Systems, Business Intelligence Portals, IT Service Management, Enterprise Resource Planning, Document Management Systems, Asset Management, Computerized Maintenance Management System, Flow Analytics (Curb to Gate).

***Scale Render***

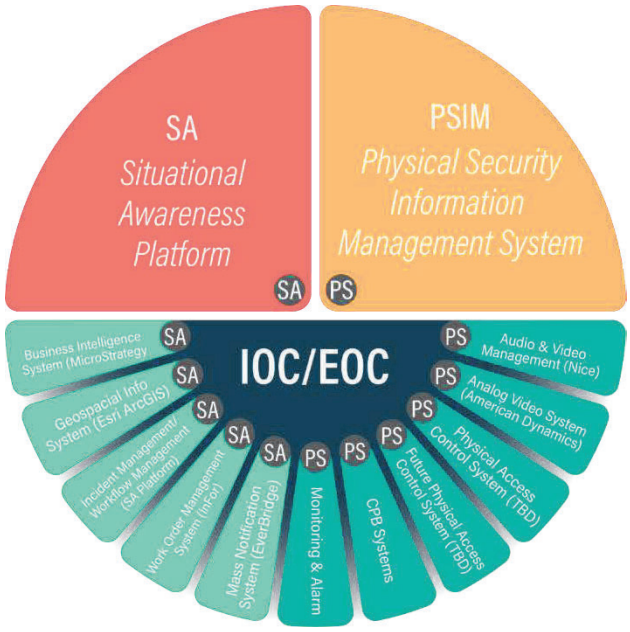


# Dallas / Fort Worth International Airport
## IT Indefinite Delivery of Professional Services
## Information Technology Consulting Services

| | |
|---|---|
| **PROJECT SIZE:** | Large Hub |
| **START/END DATES:** | 2016 – 2026 (Assumes options for renewal accepted) |
| **PROJECT COST:** | $50+ Million |
| **ROLE** | Prime |
| **OWNER:** | Dallas / Fort Worth International Airport Board |
| **REFERENCE:** | Mike Youngs, CIO<br>myoungs@dfwairport.com (480) 330-2145 |

Faith Group has completed multiple on-call contracts and projects for DFW. This contract provided professional consulting services required for the analysis, study, planning, design, construction support and construction management of DFW Airport technology infrastructure and service delivery. Work efforts are accomplished via individual Delivery Orders, each with a specific scope and schedule along with set deliverables. Technical areas of expertise included in potential Delivery Orders include: network, topology and premise distribution; telecommunications; IT infrastructure; wireless; licensed and unlicensed frequencies; Public Address / Voice Evacuation (PA/VE); trunked radio; Closed Circuit Television (CCTV) and Digital Video Recording (DVR) systems; Automated Access Control Systems (AACS); Common Use Passenger Processing Systems (CUPPS); Electronic Visual Information Display Systems (EVIDS); Master Antenna Television System (MATV); Airfield Lighting Control System; Audio/Video System; IT Network and Applications.

Specific delivery orders the contract have included the following:

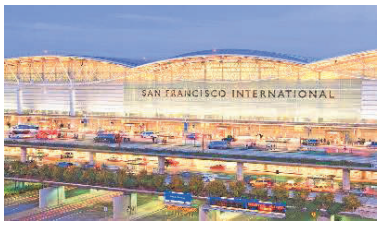



- On-site Project Management and IT Systems Support Services
- Architectural backgrounds to support a Physical Security Information Management (PSIM)
- Parking Management System Upgrades and Expansion Project management
- Network Security Project Management
- Security Networks Assessment
- AACS Replacement and Expansion Concept of Operations (CONOPS) and Basis of Design (BOD) Development
- AACS Replacement and Expansion Design
- Microsoft Office 365 Upgrade Project Management
- ITS Project Management Office (PMO) Support
- PA/VE Design for Access Control Office (ACO) Expansion
- Physical Security Information Management (PSIM) and Emergency Operations Center (EOC) System Requirements Specifications (SRS) for a new Integrated Operations Center (IOC)
- Comprehensive Wireless Strategy, Support, and RFP Development
- Automated Visual Docking Guidance Sy stem Design and Construction Support Services
- GIS Professional Services
- ITS Parking Construction Project Management
- Financial ERP Implementation Support
- Solicitation Development and Review Assistance

# San Francisco International Airport

## Airport Development Plan - Multiple Projects and Programs

| | |
|---|---|
| **AIRPORT SIZE:** | Large Hub |
| **COMPLETION:** | 2024 |
| **DURATION:** | 8 years |
| **PROJECT COST:** | $3+ Billion |
| **OWNER:** | City and County of San Francisco |
| **PROJECT ROLE:** | Program Manager, Designer or Consultant |
| **REFERENCE:** | Greg McCarthy, Project Manager<br>Greg.McCarthy@flysfo.com (650) 642-4849 |




Faith Group has a long history of projects with SFO; the firm is currently working on or has completed multiple programs and projects for the Airport related to technology, security, building controls/monitoring, audio, and visual systems. As a trusted advisor to the Airport and multiple project teams, Faith Group has participated in the following roles:

- Prime Program Manager – Responsible for exceptional project delivery as SFO's owner representative. Provides thought leadership and guidance across the program, along with scope, schedule, budget, and stakeholder management.
- Lead Special Systems Designer – Responsible for the production of programming, design and construction level documents, utilizing REVIT to the Airport's design standard. As a designer, the Team provides an accurate depiction through design drawings and specifications of the work that the design/build team needs to complete, specifically for technology, physical security, audio, and visual systems.
- Special Systems Consultant – Responsible for providing advisory services on a variety of legacy and new technology systems at SFO. As a consultant, the Team produces documentation, reports, and standards which are used across or support multiple capital projects.

Nearly all programs that Faith Group participates in have a degree of technological or delivery complexity. The following list provides a short description of the many projects completed by the Faith Group Team.

- Airport Security and Infrastructure Program (ASIP) – Prime Program Manager - $120+ million program, which enhances and upgrades the legacy Airport MDI Access Control System, increases video surveillance coverage, and installs radar and a campus-wide fiber loop. This program is also implementing **biometric boarding technology.**
- Energy Management and Control System (EMCS) – Prime Program Manager - $70+ million program, implementing an **industry leading energy management platform**, which unifies a wide variety of legacy building control and monitoring solutions, along within upgrading legacy and installing additional gas, water, and electric meters throughout the campus.
- Terminal 1 Boarding Area B – Lead Special Systems Designer (programming & 30%) - $1.2+ billion program, which includes the complete demolition and rebuild of SFO's Terminal 1 and Boarding Area B. Includes multiple new Airport systems, including **dynamic glazing and queue management,** complex phasing, and a wide variety of trade and delivery packages.
- Courtyard 3 Connector – Lead Special Systems Designer - $100+ million multi-phase program, which includes the construction of a new secure connector, the relocation and **upgrade of the Airport's Communication Center and Emergency Operations Center**, and the build-out of a new 6-story office area for Airport staff and tenants.
- Long Term Parking Garage 2 – Special Systems Program Manager - $100+ million public garage buildout, which includes **live parking availability technology** and a new parking revenue control solutions.
- ITB CBIS Modernization and BHS Improvements – Special Systems Program Manager - $50+ million renovation and upgrade of baggage screening equipment and associated screening areas. Includes the renovation of the TSA's Optical Screening Room, along with modernization of the Explosive Detection System network throughout the Airport.
- Program Support Services for Activation and Commissioning – Special Systems Program Manager and Consultant – Capital program-wide manager and standards developer for activation and commissioning activities across all SFO projects.
- Passenger Processing and Information Display System Upgrade – Special Systems Consultant – Led the stakeholder engagement and consulting activities for the development of three Requests for Proposal, which **modernized the existing ARINC Common Use, AODB, RMS, Information Display System,** Baggage Message Broker, and other related systems.
- Wayfinding Enhancement Program (WEP) – Lead Special Systems Designer – Led the design and scoping of multiple wayfinding initiatives, including a signage overhaul in Terminal 2, the renumbering of all gates throughout the Airport, and the implementation of a **large scale, outdoor digital sign.**

### 4. List of Projects Completed in the Last 5 Years

Below is a list of similar projects that have been completed in the past five years.

| Faith Group Consulting Team Specialized Design Experience | Year |
|---|---|
| DFW – Indefinite Delivery of Design Professional Services | 2023 |
| SFO – Terminal 1 Redevelopment Boarding Area B | 2022 |
| BWI – Comprehensive Related Technical Services | 2022 |
| MKAA - IT Policy, Strategy, & Planning Consulting Services | 2021 |
| DAB – Security Systems Enhancement Program | 2021 |
| BLV – Terminal Renovation and Expansion | 2021 |
| ICT – IT Capital Plan | 2020 |
| DFW - Information Technology Strategic Plan and Network Design | 2020 |
| SFO – PMSS Services for Airport Security Infrastructure Program | 2020 |
| SJC – IT Strategic Plan and Chief Technology Officer (CTO) Services | 2019 |
| SBA – Security System Rehabilitation | 2019 |
| SHV – Network Security Enhancements CA Services | 2019 |
| ATL – On-Calling Planning, IT/Security Master Plan, Breach Containment, PIDS | 2019 |
| JAN – Improvements to the Security, Access Control Systems and Network/Infrastructure | 2019 |
| GEG - Network and Security Upgrades | 2018 |
| PHL – On-Call Services, Security & Special Systems Services/ACS System Replacement | 2018 |
| LIT – On-Call Services, CCTV/LAN Design, IT Master Plan | 2017 |
| GRR – Concourse Expansion, Consolidated Checkpoint, Security System Improvement | 2017 |
| GSP – Terminal Expansion Program/IT Systems Design and CA Services | 2017 |
| MSP – On-Call Services, Network Design, ACS Replacement, CCTV Master Plan | 2017 |

## B. References

The following five (5) references demonstrate that FG and its key individuals have the required experience and reputation to perform the Scope of Services. We authorize the Aviation Authority, its staff, or consultants to contact the references provided and specifically authorize such references to release any appropriate data with respect to our firm and Engagement Team members. Further, we acknowledge that our firm bears full responsibility for naming references which will respond to the Aviation Authority's reference checks.

| | |
|---|---|
| **PROJECT NAME** | **On-Call Engineering \| Security and Special Systems (S&SS)**<br>**On-Call Strategic Planning \| Computer Information Systems Management (CISM)** |
| **CLIENT NAME AND ADDRESS** | City of Philadelphia – Department of Aviation (Philadelphia International Airport and Philadelphia Northeast Airport)<br>8500 Essington Ave, Philadelphia, PA 19153 |
| **CONTACT PERSON:** | Allen Mehta, Chief Information Officer<br>allen.mehta@phl.org (215) 760 - 6240 |
| **FG ROLE AND LEAD INDIVIDUAL** | **Role:** Prime Consultant<br>**Lead Individual:** Arun Pillai – Project Manager<br>**Key Personnel:** Joe Fallon – Senior Security System Designer<br>Rick Adams – Sr. IT Systems Designer<br>AJ Silva – Sr. Network Designer<br>Grant Gray – Biometrics SME<br>Peter Yong – Information Security Manager<br>Hassan Chalabi – Sr. Network Design Consultant |
| **DATE OF SERVICE / STATUS** | S&SS Contract<br>2012-2016 – 1st On-Call Contract<br>2016-2020 – 2nd On-Call Contract<br>2020-2024 – 3rd On-Call Contract<br>**Status:** In Progress<br><br>CISM Contract<br>2017-2021 – 1st On-Call Contract<br>2021-2025 – 2nd On-Call Contract<br>**Status:** In Progress |
| **BRIEF DESCRIPTION:** Faith Group Consulting's activities at PHL are mostly related to two, prime, 4-year on-call professional services contracts for Security and Special Systems and Computer Information Systems Management. Work includes continuing development and maintenance of a security master plan, along with a smart airport technology roadmap, both consisting of existing condition assessments, needs assessments and | |

providing recommendations related to policy, procedure and technologies for the future along with a capital project roadmap with cost estimates. Faith Group Consulting also provides both short- and long-term technology infrastructure planning and design work which includes budget development, revised systems "ownership" concepts and systems/security improvement engineering. Current major programs include upgrades to the site-wide video surveillance system and public address system, both of which include end point devices, major upgrades to both passive (fiberoptic) and active (switchgear) network components, and system head-end replacements.

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| **PROJECT NAME** | **Terminal Modernization & Seismic Program** |
| **CLIENT NAME AND ADDRESS** | Memphis International Airport<br>2491 Winchester Rd, Memphis, TN 38116 |
| **CONTACT PERSON:** | James Hay, Sr. Director Terminal Modernization Planning & Development<br>jhay@flymemphis.com, (901) 922-8224 |
| **FG ROLE AND LEAD INDIVIDUAL** | **Role:** Subconsultant to UrbanARCH<br>**Lead Individual:** Brian Scherrer – Sr. Project Manager<br>**Key Personnel:** Rick Adams – Network Lead<br>Joe Fallon – Security Lead |
| **DATE OF SERVICE / STATUS** | 2022-2024<br>**Status:** Ongoing |

**BRIEF DESCRIPTION:** The Airport's Terminal Modernization & Seismic Program includes the expansion and modernization of Terminals A, B and C to improve life safety, seismic resiliency, fire protection, facility capacity, environmental impacts, customer experience, flexibility, and access. The project scope includes expanding the face of the building, reconfiguring vertical circulation, reconfiguring the ticket lobby, developing a Checked Baggage Inspection System (CBIS) facility, expanding the Security Screening Checkpoint (SSCP), developing an employee screening checkpoint, expanding baggage claim, and developing a Federal Inspection Services (FIS) facility. Faith Group is currently providing preliminary design and schematic design for IT, communications, and security systems to include: Wi-Fi and DAS coordination, Telecommunications infrastructure (rooms and connectivity), Dynamic Signage, Public address and assistive listening, passenger processing, video surveillance, access control and duress alarms.

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| **PROJECT NAME** | **New Terminal One** |
| **CLIENT NAME AND ADDRESS** | New Terminal One, LLC (JFK International Airport)<br>144-33 & 35 Jamaica Avenue, Jamaica, NY 11435 |
| **CONTACT PERSON:** | Ricardo Pinillos Villaescusa, PMO<br>rpinillos@onejfk.com (469) 785-0282 |
| **FG ROLE AND LEAD INDIVIDUAL** | **Role:** Prime Consultant<br>**Lead Individual:** Faith Varwig – Business Manager<br>**Key Personnel:** Zach Varwig – Design Director<br>Rick Adams – Technology Manager<br>Joe Fallon – Security Systems Manager<br>Grant Gray – Airport Systems SME<br>Hassan Chalabi – Sr. Network Design Consultant |
| **DATE OF SERVICE / STATUS** | 2021-2026<br>**Status:** Ongoing |

**BRIEF DESCRIPTION:** Faith Group Consulting is providing Master Systems Integrator program management services, systems design and engineering for the New Terminal One Program at JFK International Airport. The program consists of a multi-year redevelopment, spread over phases, which completely overhauls the international terminal (existing Terminal 1 and Terminal 2). The design of the facility is focused on enhancing passenger processing through the deployment of advanced systems including self-baggage drop and check-in, touchless travel, virtual queueing, smart restrooms, video analytics to support social distancing, biometric deployment for passenger and employee use and touchless payment systems for concessionaires. The design considers how COVID 19 will impact passenger travel and employee operation of the facility and seeks to set a new industry standard which support a health-conscious environment. The project has been completed through 90% Comprehensive Final Design.

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| **PROJECT NAME** | **Terminal 1 Boarding Area B** |
| **CLIENT NAME AND ADDRESS** | City and County of San Francisco / San Francisco International Airport<br>780 S Airport Blvd. San Francisco, CA 94128 |
| **CONTACT PERSON:** | Greg McCarthy – Project Manager<br>Greg.McCarthy@flysfo.com (650) 642-4849 |
| **FG ROLE AND LEAD INDIVIDUAL** | **Role:** Subconsultant to HKS/Austin/Webcor Design-Build Team<br>**Lead Individual:** Zach Varwig – Project Manager and Lead Consultant |
| **DATE OF SERVICE / STATUS** | 2018-2022<br>**Status:** Completed |
| **BRIEF DESCRIPTION:** San Francisco International Airport's T1 Program consists of two projects, the New Boarding Area B Reconstruction project and the T1 Center Ren San Francisco International Airport's T1 Program consists of two projects, the New Boarding Area B Reconstruction project and the T1 Center Renovation project. For the Boarding Area B Reconstruction (BAB) project, which includes 24 domestic and international airline gates, Faith Group Consulting assisted the design/build team by leading the design through 30% schematic design. The firm also acted as the design reviewer and wrote the commissioning plan for the program. Faith Group Consulting led the basis of design and programming for the following systems: Biometric Technology; Telecommunications Infrastructure; Wi-Fi and Distributed Antenna Systems; Telephony; Network Systems; Security Systems; and Shared Use systems. | |

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| **PROJECT NAME** | **Indefinite Delivery of Design Professional Services** |
| **CLIENT NAME AND ADDRESS** | Dallas/Ft. Worth International Airport Board / Dallas/Ft. Worth International Airport<br>2400 Aviation Dr, DFW Airport, TX 75261 |
| **CONTACT PERSON:** | Mike Youngs, CIO<br>myoungs@dfwairport.com (480) 330-2145 |
| **FG ROLE AND LEAD INDIVIDUAL** | **Role:** Prime Consultant<br>**Lead Individual:** Jason Wallace – Sr. Project Manager<br>**Key Personnel:** Joe Fallon – Sr. IT Systems Consultant<br>Zach Varwig – PIC<br>Grant Gray – Passenger Services<br>Rick Adams – Sr. IT Systems Consultant<br>Joe Fallon – Sr. Security Systems Consultant |
| **DATE OF SERVICE / STATUS** | 2017-2023<br>**Status:** Completed |
| **BRIEF DESCRIPTION:** This contract provided professional consulting services required for the analysis, study, planning, design, construction support and construction management of DFW Airport technology infrastructure and service delivery. Work efforts are accomplished via individual Delivery Orders, each with a specific scope and schedule along with set deliverables. Technical areas of expertise included in potential Delivery Orders include: network, topology and premise distribution; telecommunications; IT infrastructure; wireless; licensed and unlicensed frequencies; Public Address / Voice Evacuation (PA/VE); trunked radio; Closed Circuit Television (CCTV) and Digital Video Recording (DVR) systems; Automated Access Control Systems (AACS); Common Use Passenger Processing Systems (CUPPS); Electronic Visual Information Display Systems (EVIDS); Master Antenna Television System (MATV); Airfield Lighting Control System; Audio/Video System; IT Network and Applications. | |

# TAB 4 – Knowledge and Experience of Key Individuals of Firm

## 1. Lead Individual

This project will be led by Faith Group Consulting Project Manager, Jason Wallace. An overview of his qualifications and experience is below. His full resume can be found in **Appendix A**.



**Jason Wallace,** *Program Manager – Faith Group Consulting, LLC*

Jason brings more than 20 years of experience in information technology, managing the following: application development, infrastructure engineering, master data, enterprise information, data warehousing, and content management projects & organizations. He is experienced at leading and managing teams, mentoring employees, and encouraging a cohesive team environment. Jason is highly skilled in both managing people and projects simultaneously, while easily gaining the respect of peers, and the confidence of both senior leadership and customers. Jason has successfully delivered multiple complex multimillion-dollar project initiatives, consolidated, and retired more than half a dozen legacy applications, and provided continuous improvement on numerous processes. Jason previously managed Faith Group Consulting's On-Call IT Consulting contract with GOAA implementing multiple, simultaneous task orders for a variety of IT, security, and special systems projects. He also recently completed a project for DFW Airport where he served as the Sr. Project Manager for delivering an IT Strategic Plan which included 150+ systems across several focus groups: Passenger Systems, IT/Infrastructure, Operational Systems, Property & Revenue Management Solutions, Administrative & Financial Systems, and Infrastructure/Development Technologies. The result was more than 70 recommendations and an IT Roadmap that aligns with industry trends and best practices.

**Length of Time at FG:** 5 years; **Number of Projects with FG:** 30+

## 2. Engagement Team Overview

The FG Team will provide GOAA with a dedicated group of leaders who will coordinate and manage the overall services delivery. The proposed Management Team brings a unique blend of aviation management expertise, aviation and Information Technology Consulting experience, and technical expertise in core functional areas that are essential to the successful performance of the GOAA Information Technology Consulting Services project. This Management Team will draw on their extended capabilities and expertise to provide the Authority with the right talent to achieve task and program objectives. Full resumes can be found in **Appendix A**.



**Zach Varwig,** *Principal-in-Charge (PIC) – Faith Group Consulting, LLC*

Zach has 12 years of experience directly with Airport Technology and Security Systems with experience in IT project management, technology concept, business case, design and procurement document development. For the last 10 years, Zach has served in an evolving role with GOAA where he has served as the systems analyst, project manager and program manager, participating in and/or facilitating the delivery of more than 50 projects for GOAA including the mobile application, security assessment and signage/dynamic content management. Zach has led industry research teams for multiple airport IT master planning projects, with a focus on current technological trends in the industry, improvements to passenger processing, increasing revenue, wayfinding, digital signage and advanced wireless and mobile applications. He has completed planning, design and project management projects for a wide variety of technology systems at MCO, SFO, ATL, MEM, PDX, FLL, MSP, ICT, LIT, MSY, BWI, EGE, IND, RDU and RSW, including recently completing the design for SFO Terminal 1 BaB and currently leading the team designing the low voltage/technology systems for the new JFK Terminal 1. He is a technology professional that has a passion for the aviation industry and is committed to the success of GOAA.

**Length of Time at FG:** 12 yrs.**; Number of Projects with FG:** 100+**; Number of Projects w/FG Lead Individual:** 20+



**Grant Gray,** *Sr. IT Consultant – Faith Group Consulting, LLC*

Grant is an IT professional with more than 15 years of successful project delivery, specializing in Airport & Airline IT systems and passenger-enhancing programs. Prior to joining Faith Group Consulting LLC Grant served and the Director of Innovation for Southwest Airlines. He is seen by his peers as an innovation thought leader in the evaluation and delivery of passenger processing engineering & Airport IT systems. His leadership and detailed knowledge of passenger processing systems, along with his strong background in airline project and program management leadership, have allowed him to establish a framework of processes, roles, and tools that enable innovation and transformational value to the aviation business. His extensive experience of project and program leadership has proven to deliver results. Grant has successfully deployed 6 of the 27 U.S. airports currently piloting facial recognition/biometrics for the CBP Entry Exit program and continues to lead the aviation industry in delivering new innovative products and services. He brings a unique airline background as the former Enterprise Program Manager at Continental Airlines, Director of IT for United Airlines, and Technology Transformation Senior Team Leader for Southwest Airlines.

**Length of Time at FG:** 6.5 yrs.; **Number of Projects with FG:** 40+; **Number of Projects w/FG Lead Individual:** 5



**Joe Fallon, PSP, ESS, RCDD, CISSP,** *Security Lead – Faith Group Consulting, LLC*

Joe is an experienced system designer with more than 19 years of experience in the Access Control and CCTV Industry. His technical expertise is in Security, Access Control, Fire Alarm, PLC, Network, Audio/Visual, and Microwave systems design and installation. He has a proven track record in system design and project management of large-scale command, control, and communication (C3) projects ranging from Airport's to sensitive government system installations, both locally and internationally. Joe experience spans entire project life cycle from system design, software development, hands-on installation, troubleshooting, and project management. Joe has extensive experience with Florida airports as he is currently completing an integrated security system and providing program management services for DAB. He also served as the Senior Security Systems Designer for a CCTV Planning Project Study at MCO. Joe's experience also includes work at MEM, SEA, MIA, ATL, JFK, MSP, STL and SJC.

**Length of Time at FG:** 7 yrs.; **Number of Projects with FG:** 50+; **Number of Projects w/ FG Lead Individual:** 8



**Rick Adams, CCNA,** *IT Infrastructure Lead – Faith Group Consulting, LLC*

Rick is a result driven software development and networks designer with 13 years of experience in large-scale aviation and government technology initiatives. He excels at developing complex systems and comprehensive/secure solutions, while playing a key role in all parts of the project and systems development lifecycle. He is a SME in a broad range of technologies and design patterns, including the planning and integration of complex enterprise networks, GIS, video analytics, thermal screening, video management, and other IoT sensor systems, as well as providing network and cybersecurity assessments. He has performed as a subject matter expert on several similar technology projects for aviation clients such as DFW, JFK, SFO ICT, CMI, ATL, PHL, TPA, PHX, OAK, and SJC. He has also served as Senior Systems Consultant on Faith Group Consulting's GOAA IT On-Call contract, supporting multiple task orders including CCTV Planning, Information Technology Master Plan, and R&R Design. Rick is skilled at leading stakeholder workshops, evaluating existing conditions, providing gap analysis with trends & industry standards at the forefront, developing conceptual design, and providing both short- and long-term recommendations & budgetary guidelines.

**Length of Time at FG:** 6.5 yrs.; **Number of Projects with FG:** 50+; **Number of Projects w/FG Lead Individual:** 10



**Jeff Chambers,** *Construction Management On-Site Support – Faith Group Consulting, LLC*

Jeff has over 20 years' experience in project management and consulting in the information technology field. He is a Project Manager specializing in information technology projects and program management solutions including application development, IT infrastructure, access control systems and telecommunications. Jeff previously served as the primary IT Project Manager for Faith Group Consulting's GOAA IT On-Call contract, leading project resources on solution design, development, implementation, schedules, budget, and issues resolution. He also has experience with both management of IT Department operations teams and systems integration projects including development of business application tools to support operations process improvements.

**Length of Time at FG:** 5.5 years; **Number of Projects with FG:** 10; **Number of Projects w/FG Lead Individual:** 2



**Hassan Chalabi, CCNP, CCNAx3, CCDA** *Network Lead – Faith Group Consulting, LLC*

Hassan possesses more than 15 years of computer network experience. He brings significant experience planning and implementing data center and campus network technologies within the Aviation industry, while also helping expand Faith Group Consulting's technical presence/capabilities within the SE Region. He is a Cisco Certified Network Engineer with certifications in CCNP R&S, CCNA Security and CCDA Design. Hassan has worked on multiple large aviation projects as a Network Designer, including JFK Terminal 1 Redevelopment, CMH New Terminal Design, and AVL Terminal Modernization and Expansion. Prior to joining Faith Group, he served as Network Engineer for Jacksonville Aviation authority, where he was responsible for managing and supporting the Jacksonville International Airport infrastructure to include IAA facilities and building automation, parking environment, surveillance, and the IAA police department.

**Length of Time at FG:** 1.5 years; **Number of Projects with FG:** 6; **Number of Projects w/FG Lead Individual:** 1



**Jeff "Mac" McNaughton,** *AV Lead – Faith Group Consulting, LLC*

Jeff has managed planning and system design efforts for AV/Telecomm and Security product integration with enterprise systems for more than 24 years. He has experience in multiple markets including aviation, federal, government, education, healthcare, banking, and entertainment. Jeff is highly skilled at preparing and maintaining execution plans and communicating progress effectively with team members and senior management. His expertise includes the review and management of drawings, RFI's, proposal leveling, and closeout. Jeff achieves cost control by carefully coordinating with the primary stakeholders in each space, designing the right technologies, without making systems more robust than required. This approach is consistent with both BICS standards and state of the industry ICT planning and objectives as we see the human I/O interactions at the endpoint becoming the truly relevant aspect of IOT and distributed workforce planning in this brave new world. He has experience working and coordinating with other project managers, architects, engineers, and designers. Mac understands the significance of MCO as a gateway for travelers to visit some of the top attractions in the country, having completed multiple AV design projects for Disney. He is currently overseeing work at ATL for the concourse D extension and CMH on the new passenger terminal.

**Length of Time at FG:** 1.5 years; **Number of Projects with FG:** 10; **Number of Projects w/FG Lead Individual:** 2



**Steve Ritter,** *Sr. Project Manager – The JW Group (JWG)*

Steve Ritter's role will include project management and support of GOAA's IT Department. Steve has more than 19 years of experience in airport planning and design, operational planning, procedure and process development and IT expertise focused solely on airports and aviation facilities. Steve has acted in the project management, planning and design role at GOAA for the past 10 years on dozens of projects including but not limited to the Budgeting system implementation, IT Master Plan updates (multiple), MCO mobile application deployment and upgrades, Bluetooth beacon planning and deployment, MCO Cares web site design, CCTV planning and ACS planning. Steve's primary responsibility at GOAA will be to oversee the delivery of IT projects and initiatives and provide the day to day support to the GOAA IT department. He has in-depth knowledge of current business operations and processes and a good working relationship with IT, Security, Customer Service, Operations, Properties/Business Services, Facilities and the Finance departments. Steve has recently worked with Faith Group Consulting on similar projects at MCO, ATL, MEM, BWI, AUS, PHL and CLE.

**Length of Time at JWG:** 10 yrs.; **Number of Projects w/FG:** 15; **Number of Projects w/FG Lead Individual:** 5



**Courtney Powell,** *Principal-in-Charge – AceApplications*

Courtney is President / CEO of AceApplications with more than 20 years of software applications development. He founded AceApplications, LLC as a provider of top tier technology solutions including software, web and mobile application development, and IT consulting and staffing services. Powell earned a Bachelor of Science degree in Electrical and Computer Engineering from the University of Florida, a Master of Science degree in Computer Science from Rensselaer Polytechnic Institute, and an M.B.A. specialized in Finance from the Crummer Graduate School of Business at Rollins College. He has a wide range of expertise in the areas of Software Engineering, Applications Design & Development, Program & Project Management, Operations Management, and Budgeting & Finance. Courtney has successfully provided technical oversight and project management for projects including: MCO and other airports around the US.

**Length of Time at AceApplications:** 22 years; **Number of Projects with FG:** 4; **Number of Projects with FG Lead Individual:** 1



**Mathjis Kraii,** *Project Manager – Move Agency*

Mr Kraai is a senior project manager with multiple years of experience in digital development for airports. Some big projects he worked on are the CLT mobile app and website, MCO mobile app and Hong Kong International Airport app. He has 12+ years overall project management experience. The project manager performs an important role as he will be responsible for delivering all project deliverables within the given timeframe. The project manager facilitates the project team, the agile/scrum process and will be the main point of contact for GOAA during the project. It is his responsibility to schedule daily/weekly meetings with the client to update on the progress and define action items.

**Length of Time at Move:** 1 years; **Number of Projects with FG:** 2; **Number of Projects w/FG Lead Individual:** 1



**Chris Van Mook,** *Backend Developer – Move Agency*

Chris Van Mook is a front-end developer with 7+ years of experience in coding, testing and establishing system enhancements in different environments. Some relevant projects he works on are the DFW and HAS website. Chris will be engaged on a full-time basis for the duration of the project. His primary role will involve front-end development. In addition to development tasks, the developer will also address any technical challenges that arise during the project.

**Length of Time at Move:** 7 years; **Number of Projects with FG:** 1; **Number of Projects with FG Lead Individual:** 1



**Amy Tatum, PE,** *Solution Director – Starboard Consulting*

A 2022 and 2023 IBM Champion, Amy is a registered Professional Engineer in Florida and has over 24 years of experience working with Maximo. She has led the implementation of over 100 Maximo projects, spanning from versions 3.02 to MAS. Her work has included initial installs for new clients, support and enhancement work, and significant upgrades across multiple releases. She has provided vision and direction to clients and internal staff on application and integration design to solve complex business requirements and deploy best in class asset management solutions. Amy manages Starboard's industry teams for the Electric Utility and Aviation businesses. She has led Maximo implementation and upgrade projects with GOAA since 2007. As Solution Director, Amy ensures the project vision is delivered, complete, comprehensive, and maintainable.

**Length of Time at Starboard:** 16 yrs.; **Number of Projects w/ FG:** 8; **Number of Projects w/FG Lead Individual:** 4



**Olu Odulate, PMP,** *Project Manager – Starboard Consulting*

Olu is a PMP-certified IT professional with more than 18 years of Maximo EAM project management implementation experience in a variety of industries. He is highly skilled in managing and developing effective solutions to business problems by leveraging appropriate technologies. Olu has extensive experience leading teams, managing projects, and directing change management initiatives to ensure that requirements, designs, coding, testing, and implementation plans meet the needs of both the business and IT. As Project Manager, Olu serves as primary point of contact, and is responsible for planning, executing, monitoring, and controlling the project scope, project schedule, project team and resources, and project budget.

**Length of Time at Starboard Consulting:** 3 years; **Number of Projects with FG:** 4; **Number of Projects with FG Lead Individual:** 2



**Larry Studdiford, PMP,** *Baggage Handling Systems SME – STS*

Larry's 28 years in the aviation field have largely been focused on checked baggage system design, construction management, and related services, including technology integration, configuration management, specification development, and commissioning for airports worldwide. He has worked alongside the Transportation Security Administration (TSA) since its inception over 20 years ago, helping to develop and implement its policies, procedures, and to orchestrate screening technology deployment. He was a founding participant of the TSA's Baggage Screening Investment Study (BSIS) and contributed to multiple versions of the TSA's Planning Guidelines and Design Standards (PGDS), specifically as a manager of the contract task order responsible for the maintenance and update of the document. He also worked with TSA to develop the first-ever Checkpoint Design Guide (CDG).

**Length of Time at STS:** 7 years; **Number of Projects with FG:** 2; **Number of Projects with FG Lead Individual:** 0



## Ed Copeland, *GIS Program Director – Woolpert*

Ed is an accomplished GIS program manager with more than 20 years of experience in the aviation industry, and continuing education in the use of GIS for analysis in a wide variety of science and engineering projects. He primarily works with airport clients on system integrations and enterprise systems. Ed has been successful at integrating geospatial solutions at over 30 airports, which includes operations, document management, asset management, properties, mobile, pavement and systems. He is proficient in the use of various CAD-GIS technologies for data processing including the Esri software suite, Autodesk, FME, databases (Oracle, SQL), and a variety of GPS systems. Ed serves as vice chair and one of the founders of the AAAE Geospatial Working Group that guides the aviation industry in the latest technologies and best practices for airports across the US. He is an active reviewer and contributor to the FAA's Airport GIS Data Standards development initiative. Additionally, Ed was the GIS-Lead on one of the first electronic Airport Layout Plan (eALP) pilot projects for the FAA and the first submittal into the new AGIS program in the nation.

**Length of Time at Woolpert:** 10 years; **Number of Projects with FG:** 8; **Number of Projects with FG Lead Individual:** 2



## Prateek Sharma, *GIS Project Manager – Woolpert*

With more than 19 years serving clients across the country, Prateek Sharma is a Project Manager in Woolpert's Aviation Geospatial discipline who brings to the table a depth of experience that includes aviation planning, FAA Advisory Circulars and standards, geographic information systems (GIS), asset management systems, urban planning, and noise consulting. His work in GIS solutions has also involved infrastructure data collection for a variety of systems not limited to airports, such as highways, utilities, and environmental management. A defining part of Prateek's career has been leading (and learning from) teams of talented individuals. As a Project Manager, he strives to facilitate an environment of team growth, supporting individuals with tools they need to excel in their jobs and grow professionally. Having served as an embedded consultant for the Planning Department at Greater Orlando Aviation Authority, Prateek also understands a client's point of view. He maintains a results-driven project management philosophy centered on active listening, open communication, and responsiveness.

**Length of Time at Woolpert:** 2 years; **Number of Projects with FG:** 2; **Number of Projects with FG Lead Individual**: 2



## Brian Curtis, *Sr. Manager, Business Development – ServiceTec*

Brian Curtis, Sr. Manager, Business Development for ServiceTec, serves as the primary or main point of contact for this contract. Brian is the ServiceTec representative responsible for the overall management of existing Staff Augmentation Services as well as any additional future needs of the Greater Orlando Aviation Authority. He has served on the Faith Group Consulting team for GOAA IT Consulting Services on behalf of ServiceTec for more than 5 years, providing IT support staff augmentation services, support for telecom, service desk and ITOC functional areas within the Authority, and providing complete support and maintenance services identified by GOAA for other areas of the airport's IT infrastructure.

**Length of Time at ServiceTec:** 12 years; **Number of Projects with FG:** 4; **Number of Projects with FG Lead Individual:** 2



## Pietro Como, *VP, Operations – ServiceTec*

Pietro Como, Vice President of Operations for ServiceTec, serves as the main point of contact for this contract, as it relates to Operations Management. Pietro and his team liaise with Brian Curtis with regard to the day-to day operation on a regular basis. Pietro and his team are responsible for facilitating the recruitment, interviewing, hiring and training of all ServiceTec staff placed within the Greater Orlando Aviation Authority. Pietro and his team have extensive experience in staffing, directing, and controlling large complex US airport operations and projects. They are responsible for vetting every potential airport employee who works for ServiceTec and as a result, have a keen sense for what is needed inside the fast-paced and complex Airport IT environment.

**Length of Time at ServiceTec:** 11 years; **Number of Projects with FG:** 4; **Number of Projects with FG Lead Individual:** 2

**Jane Goslett,** *Principal-in-Charge – Arup*



Jane Goslett has been working at Arup for the last 16 years where she has developed a focus and passion for operational readiness and believes the key to a successful transition is early operational planning and an emphasis on complete readiness. Jane has experience of working with airports across the globe and has an excellent track record in delivering innovative, large scale change projects in complex multi-stakeholder environments. Jane's ORAT experience expands into other sectors including Property; Healthcare and Science, which provides an opportunity for cross sector learning. A career highlight for Jane includes successfully program managing the ORAT program for Arup at Terminal 2, Heathrow.

**Length of Time at Arup:** 16 years; **Number of Projects with FG:** 1; **Number of Projects with FG Lead Individual:** 0

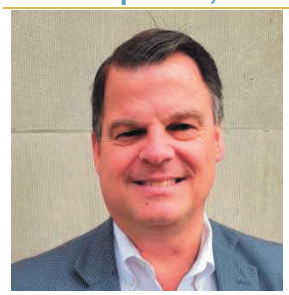
**Jacob Koshy,** *Associate, IT & Communication Systems – Arup*



Jacob Koshy is an Associate within the ICT practice of Arup, based in the New York office. Over the past 15+ years at the firm, his focus has primarily been in the design, specification and systems integration management of Airport Information Systems including, passenger processing, electronic visual information display systems (EVIDS), electronic security, voice and data communications, wireless systems (WiFi, Cellular, Public Safety Radio) and audiovisual systems. Jacob has brought deep systems integration and design expertise to both international and domestic clients alike. International experience includes, master planning and design work in Tanzania, Abu Dhabi, Qatar and Toronto, with domestic experience at Seattle, Kansas City, Las Vegas and NY area airports. Jacob has led in several multi-disciplinary project management and systems integration management roles to assist Owner groups which have included the airlines, airport authorities, federal agencies.

**Length of Time at Arup:** 18 years; **Number of Projects w/ FG:** 1; **Number of Projects w/FG Lead Individual:** 0

**Ken Carpenter,** *Associate, IT & Communication Systems – OATC, Inc.*



Ken is an applications consultant specializing in Human Capital Management who has over 30 years experience in developing applications on mainframes, PC based, and client/server platforms. Since 1998, his primary focus has been on the Oracle E-Business Suite application. Using his functional skills and his extensive knowledge of the Oracle E-Business Suite architecture, he has managed, led, and/or provided functional expertise for 40+ projects ranging from new implementations and upgrades, to enhancements and custom applications for clients as small as fifty people to well over 10,000 people. Ken has considerable experience in the Public Sector realm having worked with numerous city, county, and state governments, public universities, and the United Nations. In addition, he has a wide range of private sector clients from major IT firms, to the steel industry, manufacturing, retail, and automotive. Ken has been an active member of the Oracle Applications and Technology User Group (OATUG) serving on the board of the local Gulf Region OATUG, as the Chairperson of the Financial Analyzer SIG, as a member of Affiliate Oversight Committee, and delivering many presentations at the user group meetings. **Length of Time at OATC:** 18 years; **Number of Projects w/FG:** 0; **Number of Projects w/FG Lead Individual:** 0

**Orlando Suero,** *President/Network Engineer – Certified Network Professionals (CNP)*



Orlando Suero possesses over thirty years of experience in communications covering a broad range. He began his career in telecommunications as an Outside Plant Technician for BellSouth and progressed from installing cable facilities and telecom equipment, to preparing proposals for Data/Voice Communication projects, to installing and maintaining an Enterprise Network at Miami International Airport. Orlando founded Certified Network Professionals, Inc. in 2001 to build a technically advanced organization and deployed leading edge communication systems for our clients. He has previous relevant experience working on aviation projects such as Airport Security Network (ASN) at Miami International Airport, where he operated as the Security Systems Provider to provide MDAD with O&M full integration support services for 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.

**Length of Time at CNP:** 22 years; **Number of Projects with FG:** 1; **Number of Projects w/FG Lead Individual:** 0



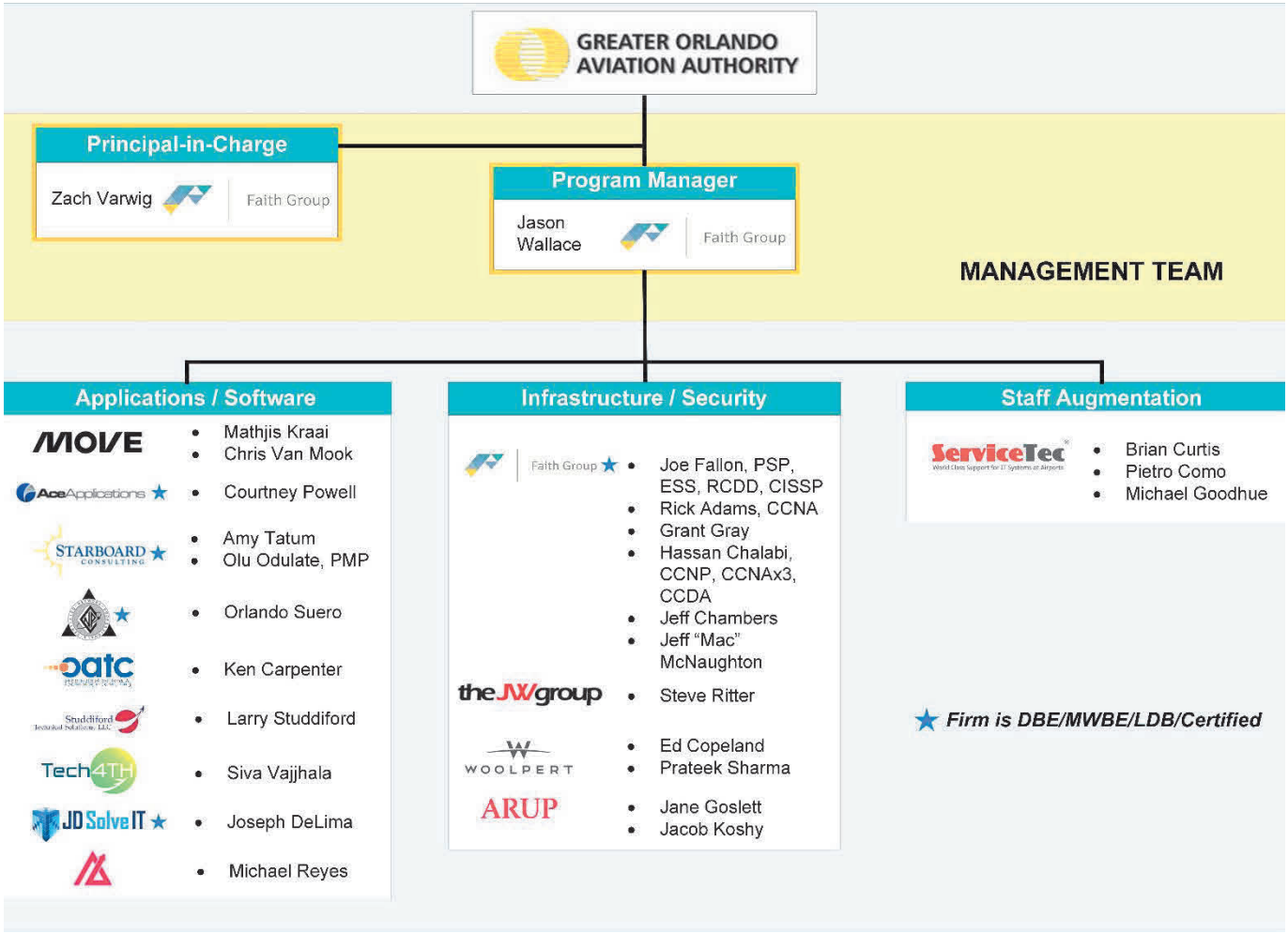
Joe's experience through his company JD Solve IT, LLC which he started in August 2012 includes SharePoint 2013, 2016, and 2019 implementations, remediations and support. He has also worked on Office 365 as an implementor, developer and on migrations with a focus on security. He also has experience with Oracle Web-Center Content Management and Kronos Workforce Timekeeper implementation. Joe has extensive previous experience with GOAA and Orlando International Airport, where he converted the document management system used at Orlando International Airport from Oracle WebCenter Content to SharePoint 2013 using custom .NET code to transform document metadata from the Oracle system retaining all the key attributes – document creation and modified dates as well as other key metadata. Additional enhancements included developing an 'Out-of-Office' delegation workflow. He and his team were also instrumental in the selection of K2 Blackpearl for GOAA, as well as developments tasks for Conflict of Interest and HR Requisitions on the platform.
**Length of Time at CNP:** 11 years; **Number of Projects with FG:** 0; **Number of Projects w/FG Lead Individual:** 1

## 3. Engagement Team Resumes

Full resumes of the Engagement Team can be found in **Appendix A**.

## 4. Organizational Chart

The organization of the team, staff and their responsibility and reporting relationships to the project are depicted in the following organization chart.



**Management Approach**

Faith Group's leadership team has a long history of providing a hands-on approach to project execution with GOAA. Zach Varwig, the firm's Principal-in-Charge, will be directly responsible for all contracting, teaming, project strategy and execution. Jason Wallace, Faith Group's Program Manager, will be the primary point of contact for all day-to-day requests and requirements. Jason is local to Orlando and has many years of successful project execution for GOAA at MCO and many other U.S. Airports.

Based upon past experience with GOAA, the project management resource requirements vary depending on the active tasks under the contract. Jason will function as the primary Project Management resource on individual task orders, providing direction to both internal Faith Group staff, and to any partner firms assigned to the project. He will be responsible for managing scope, schedule, tracking the project budget and ensuring invoices are submitted on time (among other tasks, as bulleted below). Also, Faith Group will be responsible for ensuring all deliverables outlined within task orders are submitted and accepted for all projects.

If additional work increases, or if task orders are outside of Jason's area of expertise, Faith Group has two other PM's available (Steve Ritter of The JW Group and Jeff Chambers of Faith Group) available locally to Orlando to manage project execution. The Management Team will consist of Zach, Jason, Steve, Jeff and any other future Task Leaders who will be responsible for the day-to-day activities and successful completion of the services orders.

*Management Process*

One of the first goals upon receipt of a task order request will be to determine if local or regional SMEs are available to deliver the required services thus reducing or eliminating travel time and expense on the project. The Program Manager will also evaluate the team to determine which certified Small Businesses can support the task to ensure that any diversity goals are met. It is expected that addendums will require a mix of locally based or small business personnel supplemented by SME's which may or may not live within the region. Short-term local residency may be required to support certain projects. In this case, SMEs will be brought in and housed either on-site at GOAA (if the task requires) or at a local workspace provided by Faith Group or team members. As outlined in later sections of this proposal, the FG Team will utilize several software tools to support virtual communications between the Team and GOAA.

Elapsed time from notification to proceed to commencement of the services will be based on scope of work and defined scheduled expectations for each addendum but is expected to be within 3 to 5 working days. Utilization of local personnel will help expedite the start of services.

Staff meetings between the management team and GOAA will be used to review progress, outstanding issues, budgets, and deliverables. The PM will also conduct weekly staff meetings with the Project Delivery Team to review progress against schedule and budget requirements. Faith Group, through our Unanet ERP, will maintain a "Burn Rate" tracking sheet which summarizes the overall task, schedule, hours and dollars expended in the past 30 days. It will also provide a 10 day "outlook" of work to be completed. The following Information Technology Infrastructure Library (ITIL) based principals will be used to manage assigned personnel, resources, scope, and deliverables:

- Frequent analysis of agreed addendums including achievements and results.
- Review, analyze and recommend changes to service throughout the complete lifecycle where service improvement opportunities are identified.
- Implementation of individual activities and responsibilities that support improvements in the quality, efficiency and effectiveness of services delivered by the FG Team.
- Improved cost effectiveness of services without negative impact on customer satisfaction.
- Regular scrutiny and review of current services and processes in order to drive continual service improvement and identify problems or risk.
- Best use of quality management to enable and support Continual Service Improvement.

These core principles will be applied throughout the life of the contract across the full spectrum of addendums. The FG Team will be utilizing Microsoft based solutions for team collaboration and communication. This leading technology is highly secure and used throughout many industries including most federal organizations. MS Teams Meetings and our SharePoint environment empower a virtual team to have instant access to team members and information via many different devices. These essential tools will enable the FG Team to offer GOAA best-in-class collaboration technologies.

Faith Group hosts a secure SharePoint site to facilitate the exchange and storage of files which can then be easily accessed by the GOAA and FG team members. GOAA has its own site and each addendum is set up as a separate folder. The sub-folders within these folders are determined by the scope of the project. Planning projects generally have different folder structure requirements than implementation or design development projects.

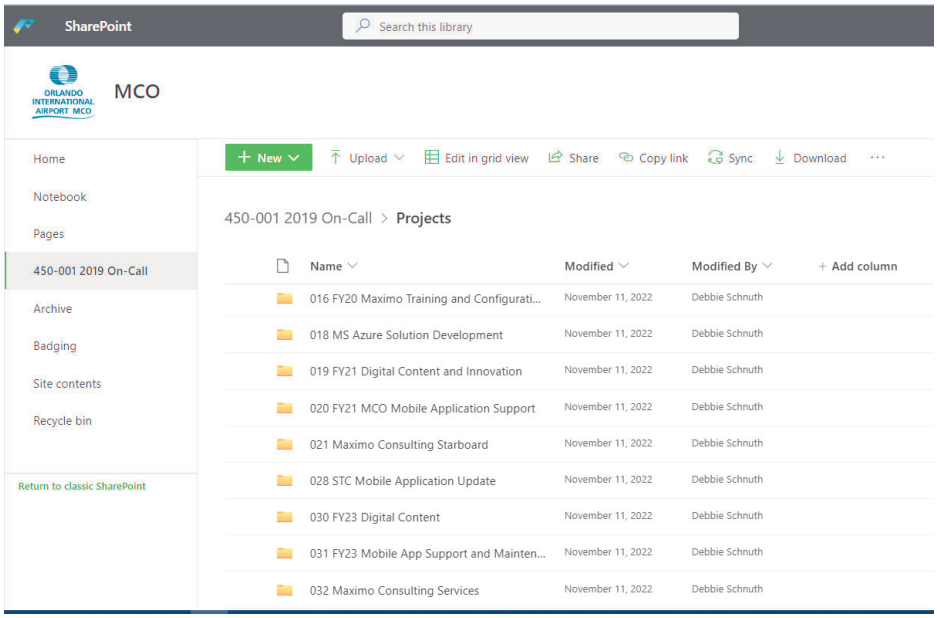



*Figure 1 - Example of FG's Secure SharePoint Site for GOAA*

Based upon past experience with GOAA, Faith Group Consulting will also utilize internal GOAA SharePoint and Project Web Application instances and Box.com for large file transfers. These programs are internally managed and supported by GOAA staff members, who based upon project requirements, administer user access as needed. Utilizing internal GOAA resources as much as possible ensures that data remains in GOAA's control and makes information easy to access and secure for all project stakeholders. Faith Group will be responsible for ensuring that all internal staff and external partners assigned to projects through the FG contract follow the document control procedures outlined above.

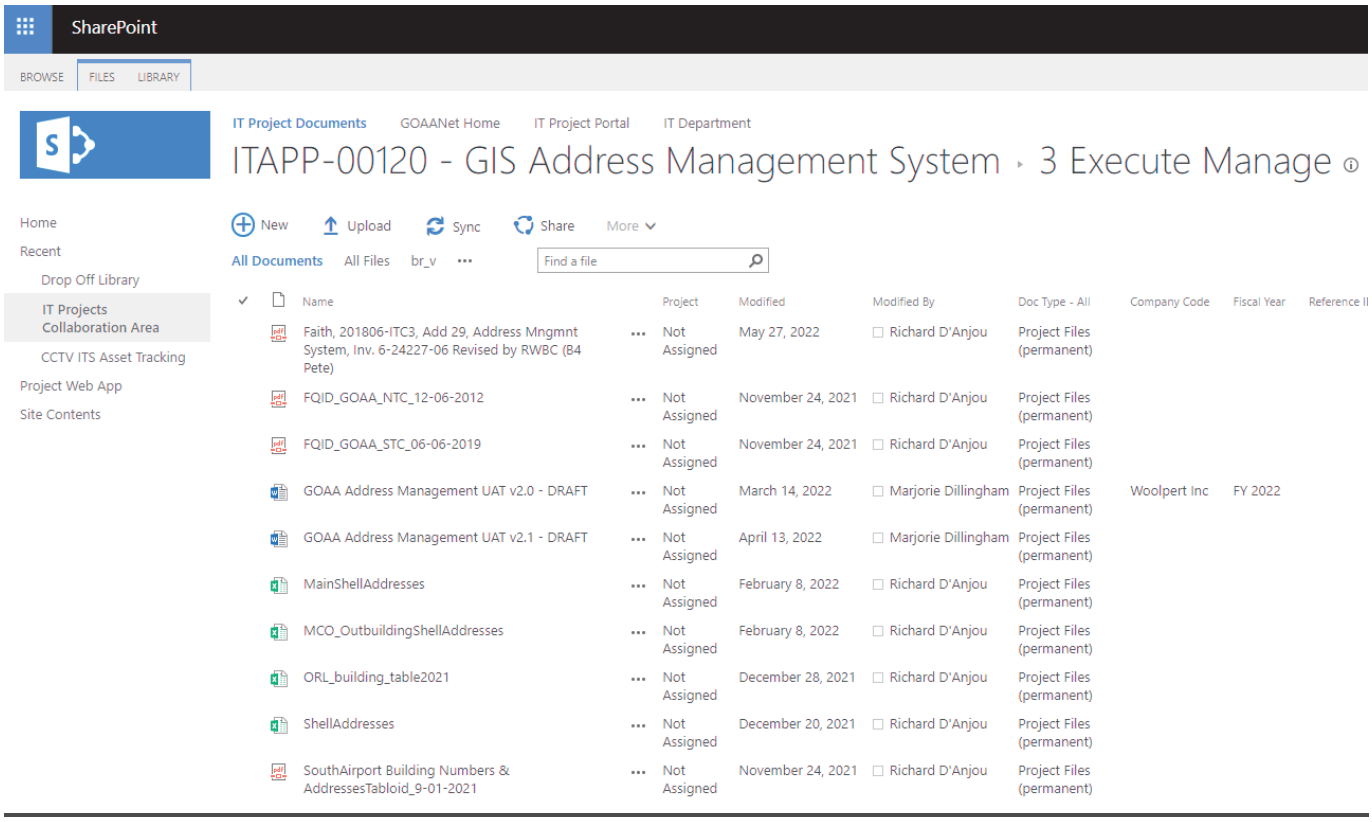



*Figure 2 - Example of GOAA's Internal SharePoint Environment*

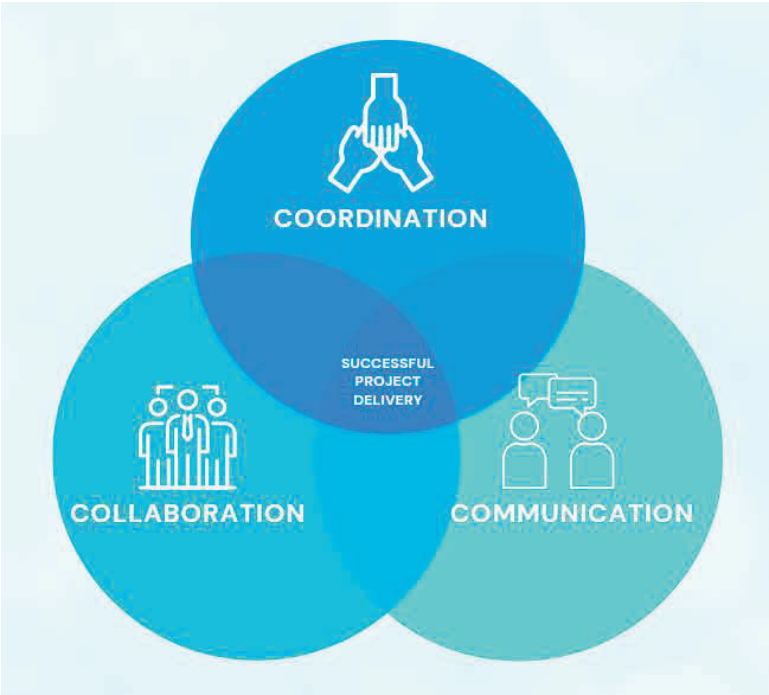
# TAB 5 – Approach and Methodology

## A. Project Work Plan

### *1. Project Understanding and Approach*

US Airports continue to try to do “more with less”. Following the rebound from Covid-19, many US Airports (MCO certainly included) find themselves at, or near, pre-pandemic flight volumes. Similar to GOAA, many Faith Group clients also have on-going major capital programs, which are increasing Airport capacity, while simultaneously broadening the scope of technology which must be maintained and supported. Faith Group strives to help GOAA meet critical airport objectives, create operational efficiencies, and apply innovative systems solutions to IT. This must all be executed while maintaining a cybersecurity posture and implementing solutions that world-class airlines have come to expect from MCO. Delivering technology programs within an active airport environment requires staff that have experience in all facets of airport operations and experience through the entire project life cycle. As described in the qualifications section and associated matrix, Faith Group has assembled a world class team. The following sections outline our approach to putting that team to work for the Greater Orlando Aviation Authority.

While almost all technology projects are unique, they also all start with a detailed analysis of the business and project requirements. Information technology is a tool for Airports to use to create efficiencies and unlock new capabilities. A firm understanding of the requirements of a project must be established at the start, with enough detail to efficiently create the scope of work and then a deeper dive following addendum approval. This can involve meetings with users and stakeholders to document the needs of GOAA and critical features, functions, and operational model of the proposal technical solution. The next step consists of defining the detailed business and use case requirements, technical details, roles and responsibilities each effected party will play in the procurement and implementation process. Procurement and implementation, commissioning, testing, and acceptance typically involves Faith Group staff, partners, other GOAA vendors and the internal IT department staff working in conjunction with one another to deliver the final product.




The team firmly understands that it takes **COLLABORATION**, **COORDINATION**, and continuous **COMMUNICATION** to deliver successful projects. Faith Group Consulting understands that IT is not the only stakeholder. Throughout our experience with MCO and other Airports, we are experienced in working with Airport Ops, Maintenance, Security, Finance, Customer Service, Marketing, Parking, Ground Transportation and other core departments. We understand, and have witnessed firsthand, how important it is to GOAA to provide systems and services that enhance the “Orlando Experience" and provide lower cost of entry and operations for airlines and tenants. We also understand the GOAA staff typically procure technology hardware separately from the contract team, which requires an additional level of coordination with internal IT staff and the delivery team.

MCO has a unique and long history of technology leadership and innovation. The FG Team brings many years of experience focusing on and assisting airports with innovative system solutions such as Fast Travel Concepts, Biometrics and token less travel, Checkpoint of the Future, Counterless Check-In, High Density Wi-Fi, Beacons, Smart Restrooms, Deployment of LIDAR and other Queue Management software, Mobile Applications, Access Control, Video Management, and Incident Management Systems. Faith Group, over the life of this new agreement, will continue to bring innovative concepts and solutions from our internal team and partner firms.

A key consideration to any innovative solution is the requirement for training and comprehensive testing and deployment of new technologies. Under this proposed contract, the role of the FG Team will be to assist GOAA staff with identifying these advanced systems and develop deployment plans that are well thought out, based on rigorous business process analysis, and have been tested and vetted to assure final systems can be deployed without issues

that affect the traveling public. As mentioned above, we also understand the need for stakeholder buy-in. FG has extensive experience working with clients on documentation of business process changes, use case preparation and evaluation, technology research and development of test beds to gain a better understanding of the impacts the new systems will have on all stakeholders involved. FG has worked with vendors and manufactures to obtain granular data on systems and with airlines such as Southwest, American, and Delta to define how the implementation of the new system will impact their overall operation and cost basis. All of these “Lessons Learned” will be available to GOAA through this contract.

The IT Continuing Services contract requires working in partnership with many different subconsultants. At any given time, and as shown in our proposal, we can have over a dozen sub-consultants contracted with Faith Group. This is a very unique aspect of this project, as the requirements for execution are extremely wide ranging. Faith Group takes a proactive approach to helping both small and large businesses work with MCO. We routinely provide input and coaching to subconsultant firms related to their scope of work, contracts, and fees. Our team strives to quickly respond to GOAA staff inquiries, or requests for changes. This is vitally important, as sometimes missing delivery by just a single working day can prolong a project’s approval for a month, while we await the next committee or board meeting. As outlined in the implementation plan, Faith Group has a detailed understanding of the project approval processes at the Authority.

Faith Group also works efficiently to process invoices, consistently paying firms within days of receiving payment from GOAA. While this is often overlooked in other prime firms (many of which we have experience with), keeping the money transparent and flowing efficiently helps support small businesses, and keeps costs lower for GOAA.

### *2. Approach to Developing Recommendations*

Evaluating technical options and providing a recommendation to Airport staff is one of the most common task requests Faith Group receives at MCO and dozens of our other Airport clients.




Faith Group has a standard process for developing technical recommendations, which in very basic summary, includes the following 3 core steps:

1. Determine where the technical issue stands today. If a project team doesn’t know the current lay of the land, then recommendations will always miss the mark.
2. Work with MCO stakeholders to determine what the end state may look like. This requires vision, and often consultation with a wide group for input to ensure Faith Group’s recommendations address the issue holistically.
3. Develop a path to execution. Faith Group will recommend not just what to do, but how to do it.

As will be described in the following sections, there are many different ways in which these 3 core steps can be executed. They can include a comprehensive current IT State Assessment covering both existing conditions and stakeholder surveys and interviews, a Gap Analysis, Options analysis, or a multiple step recommendation with short-term tactical (1-2 years) and long-term strategic goals (3-5 years). Fundamentally, planning still comes down to these 3 same core components. The following subsections outline the different potential methodologies for gathering data and presenting recommendations. These are hypothetical, as this is an on-call contract, so exact means and methods would vary greatly depending on the requested SOW.

### Task 1 – Existing Conditions and Current State Assessment

GOAA stakeholder input will be gathered, via multiple methods, from senior executives, customers, and staff in effort to help determine priorities, requirements, constraints, and successes. Faith Group Consulting will work closely with the Authority to first determine what types of input is critical, including but not limited to the following:

- Perception of existing or planned IT initiative(s)
- Any existing challenges with current technology, process, or IT infrastructure
- Underlying goals and objectives
- Overall program budget expectations and funding source

Depending on the project, data will be solicited through multiple means in effort to ensure all personality types are heard, find the time required undaunting, and feel comfortable providing their feedback. In the case of a wide area data collection effort, the primary means of data gathering will be leveraging secure online forms (end-user / customer satisfaction survey) with conditional logic. The survey data will also be used to document common areas of desired change and highlight staff confidence with business decisions. Surveys can also be utilized to gather technical info from users.

The existing conditions of any related Information Technology (IT) systems and infrastructure will also be assessed in this task, including documenting projects that are under development or currently being planned. Data collection will be achieved through a combination of site visits, requests for information, review of as-built drawings and other available documentation. Recently on a network refresh project, Faith Group utilized an automated network assessment tool, which returned a holistic set of existing network data. At a minimum, each system or infrastructure topic should include the following information:

- The state of the hardware and software (on-premise and cloud-hosted)
- System ownership and user base
- Business Operations / Project Plans (short and long term)
- Use and relevance to GOAA's operations
- Stakeholder satisfaction with the system
- Unmet needs identified
- Cybersecurity Compliance
- Implementation date and significant upgrades
- Ongoing O&M Costs

These existing systems descriptions, along with stakeholder feedback, will serve as a baseline for the follow-on recommendations. The data is often provided as a report, but in many cases, Faith Group delivers existing conditions data as live SharePoint Lists, or as GIS files for infrastructure surveys. This information will then be shared with GOAA IT and business unit stakeholders to fill-in gaps and verify accuracy. Delivering reports using a digital platform also creates a knowledge center that can be maintained and updated over time.

### Task 2 – Recommendations

The path to providing a primary recommendation can go many different ways. Typically, Faith Group provides options for analysis by project stakeholders. These options include a weighted recommendation, based on a variety of factors:

- System Architecture and Technical Constraints
- Ability of Option to Meet Identified Functional Goals
- Cost
- Schedule
- Staff and Resources

Following approval of an option, a final recommendation will be transmitted to GOAA for review, followed by an on-site workshop with key stakeholder groups, to review and discuss priorities, implementation time frames, impacts and strategies. The final plan will include:

- Vision, goals, and objectives of GOAA
- Summary of the recommendation, estimated ROM costs, and projected project duration
- Estimated staffing impacts
- Recommendation summaries by cost, by strategic theme, by department, and by type & term (foundational or strategic; and short-, medium-, or long-term priority – All dependent on type of recommendation)

### Task 3 – Implementation Plan

Finally, Faith Group would develop a roadmap, implementation plan, phasing plan, or other document to support the recommendation, outlining how the specific project would be achieved. This would often include the following:

- Pre-requisite projects and their expected timeline
- Staffing and/or Hiring Changes
- Phasing Plan
- Recommendation Sequencing (breaking project into more manageable components)

A major part of any recommendation typically includes an analysis of staffing. Faith Group Consulting will include anticipated projects, training, phasing, implementation, and staffing needs within the Human Capital Assessment.

### Risk Mitigation Process for Recommendations and Project Execution

Through the process listed above, there can be many challenges which potentially can derail a project. Faith Group Consulting leverages risk management frameworks for projects to ensure a proven and standardized approach to risk mitigation. This methodology ensures consideration for project costs, quality, schedule, and scope, tracking matrix will be maintained, including the following key details:

1. List of possible risk sources and categories
2. Impact and probability matrix
3. Risk reduction and action plan
4. Contingency plan
5. Risk threshold and metrics

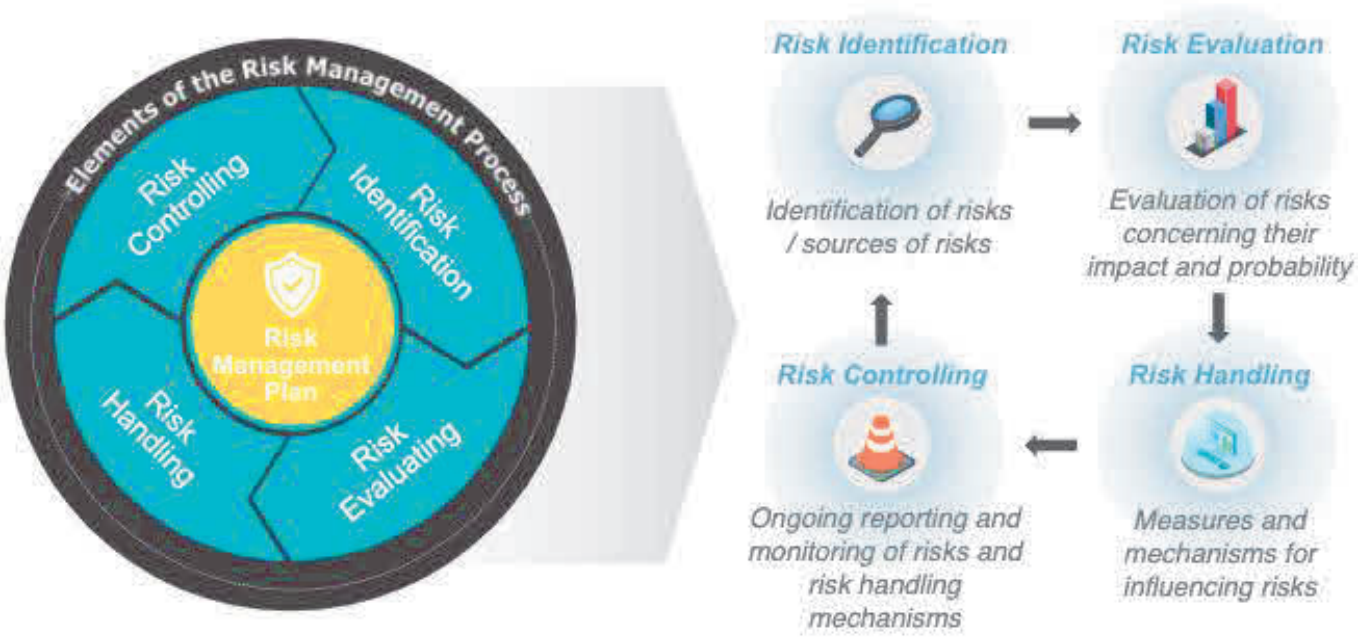



*Figure 3 - Elements of the Risk Mitigation Process*

Adequate stakeholder review time and feedback management is one of the most common project risks and is one that Faith Group Consulting has addressed multiple times. Faith Group's long term experience with GOAA staff will help mitigate this specific risk, and increase our ability to execute quickly. The Team utilizes real-time comment tracking tools to ensure all input is aggregated and all perspectives are captured. Additionally, given the wide scope of technologies, staff and IT processes potentially assessed by the IT Continuous Consulting contract, it is critical to clearly define and set expectations regarding level of detail for implementation planning, focusing on minutia required for capital planning, staff training, workforce planning, technology infrastructure and product deployments. Consistent communication, formal meeting minutes, and the maintenance of issue tracking logs helps to mitigate the risks and manage stakeholder expectations.

Another common challenge is related to existing conditions and in detail gathering. If existing conditions are not well documented, out of date, or well known by staff, additional efforts may be required to ensure those details are physically and logically detailed to adequately provide costs estimates and configuration summaries later in the IT Roadmap process. This risk to project schedule and costs is overcome by working with client staff, to provide system

configuration exports and reach out to system owners for the latest hardware and software information as needed to fill gaps.

Cybersecurity vulnerabilities related to staff process, training, IT infrastructure, systems recommendations and implementation are continuously tracked and mitigated using an industry standard defense-in-depth approach. Faith Group Consulting has a deep bench of technical experts, including those dedicated to Cybersecurity assessments, secure network architectures and program building, holding leading credentials such as Certified Information Systems Security Professional (CISSP), Certificate of Cloud Security Knowledge (CCSK) and Master of Science (MS) degrees in Cybersecurity.

### *3. Specific Steps, Services and Study Products to be Provided*

There is an extremely wide variety of services and study products which could be provided as a part of this contract. The previous section outlined the typical activities and methodology for delivering recommendations and reports. Faith Group and our teaming partners have experience across all of the following potential deliverables which could be required. This is meant as a summary, but services and study products are not limited to the following:

- Existing Conditions Analysis
- IT Infrastructure Survey
- Stakeholder Engagement Report
- Gap Analysis
- IT Master Plan
- Technology System Evaluation
- Market Analysis
- Disaster Recovery Plan
- Business Continuity Plan
- Wireless Coverage Analysis
- Penetration Test
- Cyber Vulnerability Report
- Cyber Remediation Plan
- User Impact Analysis
- Return on Investment Analysis
- System Architecture
- Construction Documents

The Faith Group team will be a trusted partner to GOAA stakeholders, using the final product delivery as an opportunity to move the Airport forward. All final deliverables will come with a presentation and final summary workshop to project stakeholders or executive leadership as necessary. As consultants to GOAA, we will miss the mark if our deliverables are not actionable. This means that, where appropriate, the team will deliver a technical tool rather than a flat report. This could be something as simple as a SharePoint list for ongoing maintenance of data, or a completely new software platform. Faith Group strives to provide “living deliverables” as our final product.

### *4. Special Conditions, Constraints or Problems*

There are several conditions, constraints and/or problems that are unique to the scope of work and may adversely affect the cost or work progress. Below is a list of these potential issues and how the Faith Group Consulting team plans to mitigate them.



**LIMITATION OF RESOURCES:** The aviation industry lost a significant among of staffing resources during the pandemic and has been slow to recover. Many 20-year veterans retired leading to a loss of domain knowledge and gap in skill sets. GOAA, like many other airports, in some cases does not have a sufficiently resourced group of staff members to support the planning, design, execution and long-term support of some programs and must rely more heavily on the capabilities of consultants and contractors to execute a wide variety of services. The Faith Group Team is structured and has the internal capabilities to support a full range of services to assure successful execution including program and construction management, staff augmentation, technical resources, testing, commissioning, training and ORAT leadership.



**ORGANIZATION CHANGE:** GOAA is currently restructuring the organization in support of future initiatives. The past several years has focused on the delivery of a world-class Terminal C facility, where even today construction continues to support the increased traffic demands. New people and positions will be added as the organization evolves to deliver new systems and services to its customers. Faith Group is uniquely qualified to help balance the addition of new staff and future initiatives while still providing GOAA the same best-in-class level of service, given the firm’s understanding of current systems and operations at MCO combined with aviation-centric subject matter expertise at more than 170 airports across the globe. The Firm is well positioned to offer innovative approaches in a wide range of security and technology systems, landside, terminal and airside operations, command and control, passenger processing, AV, parking, cargo and looking at ways to generate non-aeronautical revenue.

**FUNDING CHALLENGES**: Limited funding also presents issues when trying to decide what security and technology systems and services should be addressed. Faith Group will work with GOAA to identify funding alternatives and alternate approaches which are cost effective and drive down the cost of ownership and long-term operations.

**COMBINATION OF NEW AND OLD TECHNOLOGY:** While the new Terminal C boasts many technological advances and modern systems, GOAA IT staff must also continue to support and maintain the existing Terminal A, B, and associated Airsides. There is a wide combination of different hardware in use across the Airport, which increases operation and maintenance time. This disparity must also be supported by the IT Continuous Consulting contractor, requiring our team to support a wide array of technologies, both in breadth and age. Faith Groups nearly 20 years in the Aviation Technology industry gives our team the requisite experience to support both the modern and legacy technologies in use at MCO.

### *5. Subcontractors*

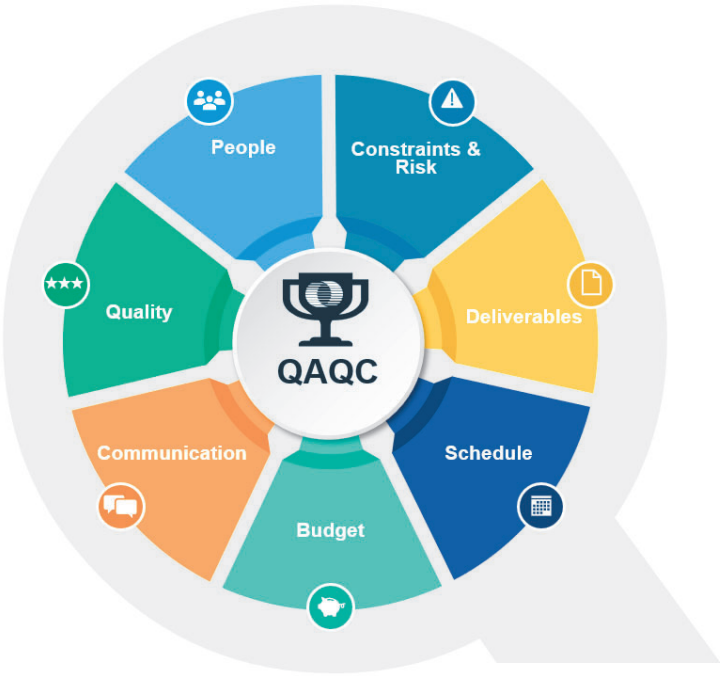
As noted in Tab 3, Faith Group Consulting has assembled a broad team of subconsultants to support portions of the work outlined in the RFP. Below is a list of the subconsultants and their contact info/responsibilities, followed by Faith Group Consulting's process for managing and checking quality control of subcontract work.

| SUBCONSULTANT / POINT OF CONTACT | SPECIALTIES TO BE SUBCONTRACTED |
|---|---|
| **Accelerynt**<br>**Name**: Mike Reyes<br>**Address**: 6600 Chase Oaks Blvd, Suite 150 Plano, TX 75023<br>**Phone**: (855) 527-2252<br>**Email**: mreyes@accelerynt.com | Microsoft Azure, M365, Defender and other MS Project Lead. Specialized firm, focused on providing Microsoft consulting, design, software development and training services across the Microsoft Enterprise Software suite. |
| **AceApplications**<br>**Name**: Courtney Powell, MS, MBA<br>**Address**: 3259 Progress, Dr, Suite #163 Orlando, FL 32826<br>**Phone**: (407) 499-0025<br>**Email**: cpowell@AceApplications.com | Support for project design, implementation, and support of task orders involving Applications or Systems Development, Web, Mobile, Desktop or Systems Support, Systems Engineering, IT Consulting or Training Services. |
| **ARUP**<br>**Name:** Jane Goslett<br>**Address:** 900 Wilshire Boulevard, 19th floor, Los Angeles, CA 90017<br>**Phone:** (310) 578-4494<br>**Email:** jane.goslett@arup.com | Support for Operational Readiness, Planning, Wireless Technologies, Video Technologies and Analytics, Airport Information Management Systems, and Business Intelligence technologies. |
| **Certified Network Professionals**<br>**Name:** Orlando Suero<br>**Address:** 1911 SW 179th Avenue, Miramar, FL 33029<br>**Phone:** 954.610.0443<br>**Email:** ogsuero@cnetpro.net | Overall security and network integrator partner, with key experience in the following Products used by GOAA: Softwarehouse CCure Access Control System (ACS); HID SAFE physical identity management system; Qognify (Nice) Video Management Systems, Digital Video Recording Systems and Situator/PSIM; Juniper and Palo Alto Software for intrusion prevention detections and reporting; Cisco core switches; Cisco edge switches; Aruba 802.11 wireless controllers, Clearpass, location engine, access points, and beacons. |
| **The JW Group, Inc. (JWG)**<br>**Name**: Steve Ritter<br>**Address**: 302 Dawnwood Dr., Landenberg, PA 19350<br>**Phone**: (484) 508-8344<br>**Email**: sritter@thejwg.com | Support for IT planning, business process and business case development and design requirement related services for communications infrastructure, LAN, EVIDS, Passenger Processing, Mobile Applications, Self-Service, Cellular DAS, indoor and outdoor wireless networks, Airport financial and business system, CCTV, Resource Management System, Airport Operational Databases, Parking and Ground Transportation Systems, Security Systems, System Integrations, RF engineering and RF surveys and telephony systems. |

| SUBCONSULTANT / POINT OF CONTACT | SPECIALTIES TO BE SUBCONTRACTED |
|---|---|
| **JDSolveIT**<br>**Name:** Joseph DeLima<br>**Address:** 004 Tavistock Lakes Boulevard #910 Lake Nona, FL 32827<br>**Phone**: 407.313.8977<br>**E-Mail:** joe.delima@gmail.com | Support for Microsoft Sharepoint, Microsoft Azure Services and M365 Suite, Microsoft Certificate Services, Microsoft Defender for Endpoint, and K2 Blackpearl. |
| **Move Agency**<br>**Name**: Mathijs Kraai<br>**Address**: Moermanskkade 313, Amsterdam, The Netherlands<br>**Phone**: +31 (0)20 - 354 0259<br>**Email**: mathijs.kraai@moveagency.com | Oversee comprehensive digital development, encompassing mobile app and website creation, user experience and interface design, as well as the essential aspects of hosting and ongoing solution maintenance. Long term Faith Group partner for the MCO Mobile App. |
| **OATC, Inc.**<br>**Name:** Bill Dunham<br>**Address:** 418 Wingrave Dr Charlotte, NC, 28270<br>**Phone:** 844.879.6282 x701<br>**Email:** william.dunham@oatcinc.com | Overall Oracle expert for FG team. Support for the following products used by GOAA: Oracle Financial Applications, including e-Business Suite and Oracle Fusion Middleware; Oracle Planning and Budget; Oracle Database + Dataguard; Oracle OBIEE; Oracle SOA Suite; Oracle WebLogic |
| **ServiceTec**<br>**Name**: Brian Curtis<br>**Address**: 950 Herndon Parkway, Suite 380, Herndon, VA 20170<br>**Phone**: (703) 259-4016<br>**Email**: brian.curtis@servicetec.com | Lead for IT Support Staff Augmentation Services to GOAA.; Support the Telecom, Service Desk and ITOC functional areas within the Authority; Provide complete support and maintenance services identified by GOAA for other areas of the airport's IT infrastructure (i.e. Common Use) |
| **Starboard Consulting**<br>**Name**: Amy Tatum<br>**Address**: 2170 West State Road 434, Suite 124, Longwood, FL 32779<br>**Phone**:<br>**Email**: atatum@starboard-consulting.com | Provide a full range of Maximo services, including production support, upgrades, enhancements, report development, data loading, integration design and development, support of the Datasplice mobile solution, end-user training and any other needed activities related to the Maximo applications. |
| **Studdiford Technical Solutions**<br>**Name**: Larry Studdiford, PMP<br>**Address**: 1608 Old Stage Road, Alexandria, VA 22308<br>**Phone**: (203) 206-0533<br>**Email**: larry@studdifordtech.com | Baggage Technology Lead for Faith Group. Includes information management technologies for airport operational management, reporting, and planning; Baggage Handling Systems; Passenger and baggage processing technologies including self-service baggage check and boarding control; baggage tracking; Asset life cycle management technologies for facilities, systems, equipment, and software. |
| **Tech4th Solutions, Inc.**<br>**Name:** Neil Braccini<br>**Address:** 10 N Martingale Rd #400. Schaumburg, IL 6017<br>**Phone:** (937) 776-7473<br>**Email:** neil@tech4th.com | Systems Integration, Business Intelligence and AI lead. Will support a wide array of consulting and software development for Microsoft Azure Cloud Services, Enterprise Service Bus, Systems Integration, Business Intelligence, AI and ML technologies. |
| **Woolpert**<br>**Name**: Ed Copeland<br>**Address**: 3504 Lake Lynda Drive, Suite 400, Orlando, FL 32817<br>**Phone**: 512.264.4884<br>**Email**: ed.copeland@woolpert.com | Provide Computer-Aided Drafting (CAD), Geospatial Information System (GIS), and Building Information Modeling (BIM) services |

### Subcontractor Quality Control

Efficient and effective project management places a priority on managing the overall quality and accuracy of the work. The Faith Group Consulting Team's reputation for providing quality planning and consulting services is built on a solid foundation of project management with a focus on communication, collaboration, quality review, and leadership. This management effort is sensitive to the involvement of a variety of stakeholders, client representatives, and consultants and creates the unique project management style for which the Faith Group Consulting Team is known.




Quality Control is not simply reviewing documents and deliverables; it is about assuring that all aspects of the planning process meet the needs of the Owner. The critical elements include:

- Clearly defined roles and responsibilities
- Ability to openly share data and keep team members up to date
- Utilization of a formal document and deliverable review process

The primary ingredient of a QA/QC program is strong project leadership that emphasizes reviews and quality checking on a milestone basis. Each key person must have a clear understanding of what their duties are as it relates to the project. The following is a summary of the key positions related to a project. In general, the roles for each position shall include the following tasks:

| | |
|---|---|
| **Principal in Charge (PIC)** | ▶ Review of monthly progress against contract requirements<br>▶ Assuring financial aspects of the project are in order<br>▶ Validation of proper customer communications<br>▶ Validation that all quality control procedures have been adhered to<br>▶ Assure strategic project goals and GOAA expectations are met. |
| **Project Manager** | ▶ Assuring on time delivery of required deliverables (time management)<br>▶ Coordination of all meetings & minutes<br>▶ Manage status reporting and necessary documentation<br>▶ Activity and resource planning<br>▶ Providing timely and appropriate technical Responses/Action Taken<br>▶ Assuring that the personnel assigned to the project can perform the analysis or calculations required, or directing a peer review or senior technical advisor assignment<br>▶ Effectively manage and analyze the project risks<br>▶ Partnering with QA/QC Coordinators to ensure this procedure is implemented on all project artifacts<br>▶ Cost estimating and developing the budget / review and approval of sub & client invoices |
| **QA/QC Reviewer** | ▶ Thoroughly validating assumptions, mandated parameters, references, given values and formulas, omissions, and correctness of arithmetic<br>▶ Perform inspections and test of the scope and character necessary to achieve the quality standards<br>▶ Responsible for the quality and workmanship of every activity, with thorough knowledge of all project phases<br>▶ Managing all QA/QC documents for the duration of each project |

# B. Implementation Plan

## Understanding of Services and Roles

The Faith Group Consulting Team has demonstrated skills and past project experience in each of the IT service areas listed in the RFP, included here as confirmation. FG is committed to supporting all of the project areas listed below, either directly with internal resources, or through our many qualified partners

- Project/Program Management – Project Managers; Consultants; Analysts
- Staff Augmentation
- Research of Specific Technologies
- Research and Concept Development
- IT Business Analysis
- Business Case Development and Feasibility Analysis
- Infrastructure and Applications Design, Development, Installation, Configuration, and Testing
- Database Management and Administration
- Cybersecurity to Include Vulnerability Assessment, Business Impact Analysis, Disaster Recovery, and Business Continuity Planning
- Physical Security, Access Control, and Video Surveillance Technologies
- RFP Solicitation and Specifications Document Development, and Procurement Support
- Functional, Performance, and Interface Requirements Definition and Documentation Project Planning
- Application 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
- IT Planning and Consulting Services
- Technology Business Process Engineering and Problem Resolution
- Data Analytics, Contextualization, Airport Collaborative Decision Making
- Geospatial data collection and analysis
- Development of technical training content and delivery to end users
- Technology Design including IT Construction Support – IT Infrastructure and Specialty Systems
- IT Airports Owner Authorized Representative (OAR) in construction and design projects

Faith Group fully understands GOAA's workflow and is committed to continuing to support it's evolution. Even though the procedures have evolved over the years, we work to stay abreast of any changes and adapt our processes accordingly. Business needs are identified, and addendums are initiated and moved through the professional services process. Figure 4 below is an example of a GOAA workflow diagram showing how task orders are initiated and moved through the system.

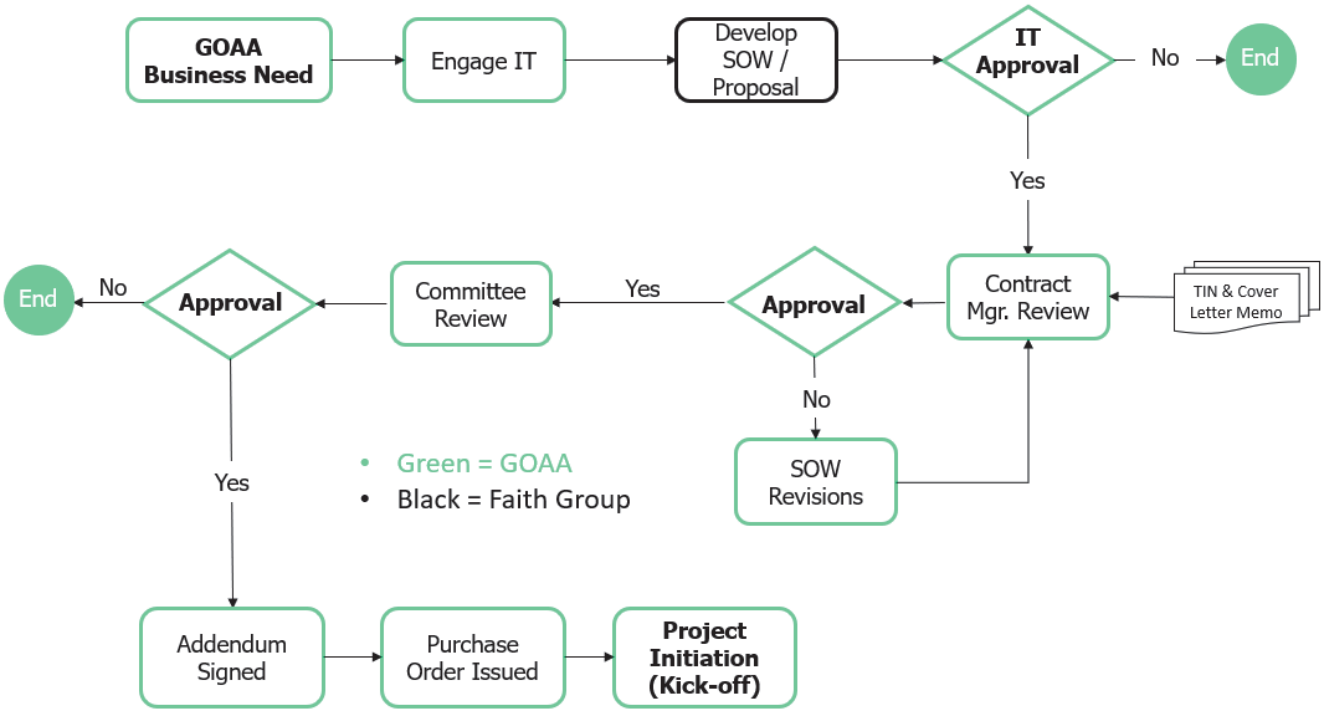



*Figure 4 - Sample GOAA Workflow Diagram*

In order to successfully deliver projects, Faith Group focuses awareness across four (4) primary areas:

- **People** – do the work
- **Process** – make work more efficient
- **Technology** – helps people do their tasks more efficiently
- **Policy** – ensures procedures and methods are appropriate

This framework is based on the idea that all of these elements need to work in harmony to support successful business operations and change management. Effective project delivery strikes a balance between these elements and keeps the ties between them strong. With the rise of digital transformation and innovation this is becoming ever more important.

As the proposed PM, Jason Wallace will be responsible for working with all stakeholders on defining the overall needs and requirements for the delivery order, critical milestones, as well as working with other consulting teams to assure all aspects of coordination have been properly addressed.




Engaging with the appropriate stakeholders is critical. The project delivery team (PDT) will implement regular outreach activities and incremental stakeholder reviews throughout the project, as may be applicable to the SOW, to ensure stakeholder's input is obtained, understood, and integrated into the project deliverable. Moreover, strong stakeholder engagement provides a sense of ownership and adoption.

The PM will be guided by the GOAA IT project management process, in establishing a project management plan for the SOW. This would include development of a project charter, stakeholder register, a governance and communication plan, project assumptions, constraints, and dependencies, and begin to refine the project schedule and associated milestones within MS Project.

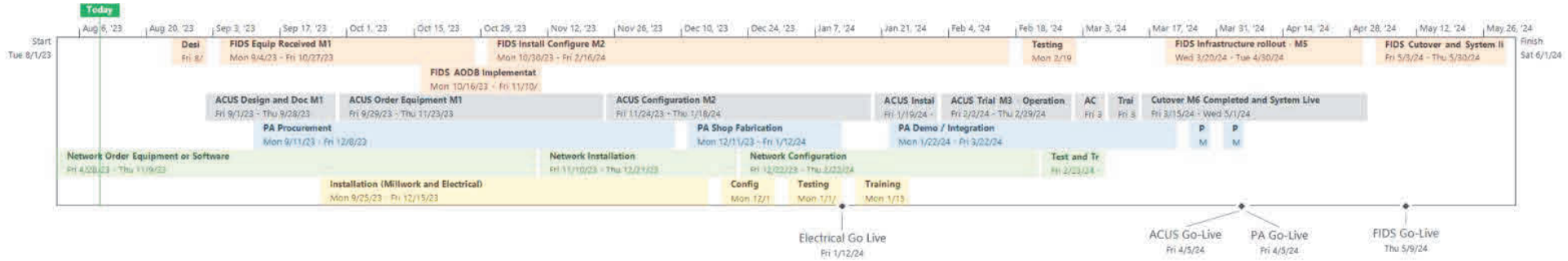



*Figure 5 – Sample of Multi-Project Timeline Using Microsoft Project/Server*

| | Mod | Task Name | | Duration | Start | Finish | % Complete | Actual Cost | Remaining Cost | Total Cost |
|---|---|---|---|---|---|---|---|---|---|---|
| 0 | | GOAA Technology Projects Schedule | | 920 days | Wed 1/6/21 | Tue 7/16/24 | 18% | $5,492,438.32 | $315,938.00 | $5,176,500.32 |
| 1 | | IT and Infrastructure | | 415 days | Fri 8/5/22 | Thu 3/7/24 | 0% | $1,636,394.28 | $0.00 | $1,636,394.28 |
| 2 | | Infrastructure Contractor (Electrical and Millwork | Electrical Contracto | 183 days | Wed 5/17/23 | Fri 1/26/24 | 0% | $800,000.00 | $0.00 | $800,000.00 |
| 14 | | Network Integration and Equipment | Internetwork Eng | 415 days | Fri 8/5/22 | Thu 3/7/24 | 0% | $836,394.28 | $0.00 | $836,394.28 |
| 22 | | Passenger Systems | | 920 days | Wed 1/6/21 | Tue 7/16/24 | 29% | $3,491,044.04 | $315,938.00 | $3,175,106.04 |
| 23 | | Terminal Passenger Systems Assessment | Faith Group | 341 days | Wed 1/6/21 | Wed 4/27/22 | 100% | $107,622.00 | $107,622.00 | $0.00 |
| 29 | | Shared Use Technology Design | Faith Group sub | 451 days | Wed 9/15/21 | Wed 6/7/23 | 39% | $283,746.00 | $202,616.00 | $81,130.00 |
| 42 | | FIDS and Shared Use Implementation | Common Use Vend | 585 days | Wed 4/20/22 | Tue 7/16/24 | 0% | $1,067,999.04 | $0.00 | $1,067,999.04 |
| 76 | | Gate Utiliziation Study | Faith Group sub | 280 days | Fri 10/15/21 | Thu 11/10/22 | 33% | $48,000.00 | $5,700.00 | $42,300.00 |
| 82 | | Audio Visual and Paging Update | AV Contractor | 290 days | Mon 3/27/23 | Fri 5/3/24 | 0% | $1,983,677.00 | $0.00 | $1,983,677.00 |
| 107 | | Adminstrative Services | | 647 days | Wed 12/15/21 | Thu 6/6/24 | 0% | $365,000.00 | $0.00 | $365,000.00 |
| 108 | | Staff Augmentation | Faith Group | 647 days | Wed 12/15/21 | Thu 6/6/24 | 0% | $248,000.00 | $0.00 | $248,000.00 |
| 112 | | Construction Administration (SME's) | Faith Group | 360 days | Fri 8/5/22 | Thu 12/21/23 | 0% | $117,000.00 | $0.00 | $117,000.00 |



*Figure 6 - Sample of Multi-Project Timeline*

The PM will maintain project documents along with project plans, risk and roadblock evaluations, and status reports. The PDT will work with the stakeholders to refine requirements, to ensure a successful project in support of the defined KPIs and deliverables, as well as provide them with weekly project status updates. If the SOW requires procurement, the team will develop the necessary RFQ/RFP, and will work with GOAA to support the procurement and selection process. This may include, as needed, support for development of the necessary CIP for the procurement. The FG PDT will support system testing and commissioning, should the SOW include these requirements.

# TAB 6 – Additional Requirements of the Response

## 1. Prior or Pending Convictions

Within the last 5 years, Faith Group Consulting and its affiliates, directors, senior officers, senior regional officers, the Lead Individual and Engagement Team Members have not had any prior or pending civil/criminal convictions, indictments, investigations, or regulatory investigations that relate to the services outlined in Section 2.0 Scope of Services.

## 2. Claims Information

Over the last five years, Faith Group Consulting has filed one insurance claim. The details of this claim are below.

- **Project Involved:** Philadelphia International Airport, On-Call Security and Special Systems Services
- **Parties Involved:** Faith Group Consulting and subcontractor employee.
- **Nature of the Claim:** Trip and fall
- **Amount at Issue:** General Liability Insurance - $300,000
- **Status:** Paid on 2/2020; Claim settled and closed.

## 3. Conflicts of Interest

Faith Group Consulting currently holds an On-Call IT Consulting Conference with GOAA, which will expire in 2023.

## 4. MWBE Participation

Faith Group Consulting is fully committed to supporting GOAA's Small Business Program through the implementation of an Action Plan outlining how our team will maximize Small Business participation and development in a robust and meaningful manner. We have partnered with multiple MWBE firms for this project to include AceApplications, Certified Network Professionals (CNP), Starboard Consulting, and JDSolveIT.

AceApplications will support project design, implementation, and support of task orders involving Applications or Systems Development, Web, Mobile, Desktop or Systems Support, IT Consulting or Training Services. Certified Network Professionals will support multiple Products used by GOAA, including Softwarehouse CCure Access Control System (ACS); HID SAFE physical identity management system; Qognify (Nice) Video Management Systems, Digital Video Recording Systems and Situator/PSIM; Juniper and Palo Alto Software for intrusion prevention detections and reporting; Cisco core switches; Cisco edge switches; Aruba 802.11 wireless controllers, Clearpass, location engine, access points, and beacons.. Starboard Consulting will support a full range of Maximo services, including production support, upgrades, enhancements, report development, data loading, integration design and development, support of the Datasplice mobile solution, end-user training and any other needed activities related to the Maximo applications. And lastly, JDSolveIT will support Microsoft SharePoint, Microsoft Azure Services and M365 Suite, Microsoft Certificate Services, Microsoft Defender for Endpoint, and K2 Blackpearl.

Faith Group Consulting, a certified WBE with GOAA, as well as a prime consultant on numerous on-call airport contracts with similar diversity goals, has experience with varied airport funding mechanisms, understands the minority requirements, and has experience working with Airports to identify realistic goals for various types of projects and contracts. **A full description of our plan to meet the requirements can be found in the Small Business Action Plan submitted separately.**

# TAB 7 – Schedule of Fees

Per the RFP and associated Addendums, Faith Group Consulting has included its Schedule of Fees in the Pricing tab of GOAA's e-procurement portal.

# TAB 8 – Information Technology Functional Requirements and Capabilities Matrix

## 1. Experience and Qualifications of Proposer and Subconsultant Personnel

The following matrix details the Team's experience with the Airport's Technologies listed in the RFP.

| | Airport Technologies Compliance Matrix | FG | Ace | OATC | JWG | MOVE | Starboard | ServiceTec | STS | Woolpert | ARUP | Tech 4th |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| a | Wireless technologies including both licensed and unlicensed bands for use in customer service, passenger processing, wayfinding, advertising, location-based services, queue management, network infrastructure redundancy, operations and airfield management., and other functions as needs arise. | ✈ | ✈ | | ✈ | ✈ | | ✈ | | ✈ | ✈ | |
| 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 canvases sizes. | ✈ | ✈ | | ✈ | ✈ | | | | ✈ | | ✈ |
| d | Unified Communications technologies including but not limited to MS Exchange, Skype for business, 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, 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 and parking guidance, reservations, and form of payment | ✈ | ✈ | | ✈ | ✈ | | ✈ | | | | ✈ |
| h | Mobile technologies for customer service, airport operations, and other purposes. | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | ✈ | | ✈ | | ✈ |
| i | Application development technologies for: Microsoft, Oracle, Web, iOS and Android 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 | 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. | ✈ | ✈ | | | | ✈ | | | ✈ | | ✈ |
| m | Information security processes, technologies, systems, and applications including but not limited to: monitoring / management of firewalls; intrusion prevention; vulnerability management, penetration testing; compliance with Payment Card Industry (PCI) requirements and other security and privacy standards. | ✈ | ✈ | | ✈ | | | ✈ | | | ✈ | ✈ |
| n | Building Information Management (BIM) system technologies | | ✈ | | | | | | ✈ | ✈ | | ✈ |

| Airport Technologies Compliance Matrix | | FG | Ace | OATC | JWG | MOVE | Starboard | ServiceTec | STS | Woolpert | ARUP | Tech 4th |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 others as needs arise. | ✈ | | | | | | | ✈ | ✈ | ✈ | |
| p | IT infrastructure technologies including but not limited to: computer room design; servers, physical and virtual; storage devices; communications devices; computer room HVAC and UPS; 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; 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 Oriented Architecture (SOA) and Application Programmable Interface (API) Technologies following IATA and ACI best practices would include but 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 & best practices | ✈ | ✈ | | | ✈ | ✈ | ✈ | | ✈ | ✈ | ✈ |

The following matrix details the Team's experience with the Airport's Current Commercial Products as listed in the RFP.

| Current Commercial Products in Use by the Authority Compliance Matrix | | FG | Ace | OATC | JWG | MOVE | Starboard | ServiceTec | STS | Woolpert | ARUP | Tech 4th | CNP | JDSolveIT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1-6 | Oracle Suite | | ✈ | ✈ | | | | | | | | | | |
| 7 | SplashBI Reporting | | ✈ | ✈ | | | | | | | | | | |
| 8 | Amadeus PROPworks | ✈ | | | | | | | | ✈ | | | | |
| 9 | UKG Workforce Central | | ✈ | | | | | | | | | | | |
| 10 | UKG Telestaff | | ✈ | | | | | | | | | | | |
| 9 | ESRI ArcGIS & Portal | ✈ | ✈ | | | | | | | ✈ | | | | |
| 10 | Autodesk AutoCAD & Revit | ✈ | ✈ | | ✈ | | | | ✈ | ✈ | | | | |
| 11 | IBM Maximo | | ✈ | ✈ | ✈ | ✈ | ✈ | | | ✈ | | | | |
| 12 | IBM WebSphere | | ✈ | | | | ✈ | | | | | | | |
| 15 | Prometheus DataSplice | | ✈ | | | | | | | | | | | |
| 13 | SITA Com-Net Multi User Flight Information Display System (MUFIDS) | ✈ | ✈ | | | | | ✈ | | | | ✈ | | |
| 14 | Skidata and GateKeeper Parking Revenue Control System | | | | ✈ | | | ✈ | | | | ✈ | | |
| 15-17 | SITA CUPPS / CUSS / RMS | ✈ | | | ✈ | | | ✈ | | | | | | |
| 20 | SITA Biometric E Gates | ✈ | | | | | | ✈ | | | | | | |
| 21 | Queue Management System | ✈ | ✈ | | | | | ✈ | | | | | | |
| 22 | Veovo Resource Management System | ✈ | ✈ | | | | | ✈ | | | | | | |
| 23 | VRC/VDGS/VIBES (STC BHS) | ✈ | | | | | | | | | | | | |
| 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 monitoring and control | ✈ | | | | | | | | | | | | |
| 32 | CCure Access Control System (ACS) | ✈ | | | ✈ | | | ✈ | | | | | ✈ | |
| 33 | Quantum SAFE Physical Identity Management System | ✈ | | | ✈ | | | | | | | | ✈ | |
| 34 | Loronix, Genetec, Qognify (Nice) Video Management Systems, Digital Video Recording Systems | ✈ | | | ✈ | | | | | | | | ✈ | |
| 35 | IED Paging System | ✈ | | | ✈ | | | ✈ | | | | | | |
| 36 | GCR Airport IQ Operations Centers | ✈ | | | ✈ | | | | | | | | | |
| 37 | SSI computer-based training | ✈ | ✈ | | ✈ | | | | ✈ | | | | | |
| 38-40 | Avaya PodFx, CM and Aura Messaging | ✈ | | | ✈ | | | ✈ | | | | | | |
| 41-42 | Avaya Experience Portal and Aura Conferencing | ✈ | | | ✈ | | | ✈ | | | | ✈ | | |

| Current Commercial Products in Use by the Authority Compliance Matrix | | FG | Ace | OATC | JWG | MOVE | Starboard | ServiceTec | STS | Woolpert | ARUP | Tech 4th | CNP | JDSolveIT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 43-44 | Mutare Message Mirror and Voice Forms | | | | | | | | | | | ✈ | | |
| 45 | Microsoft Azure Services and M365 Suite | ✈ | ✈ | | | | | | | ✈ | | ✈ | | |
| 46 | Microsoft Certificate Services | | ✈ | | | | | | | | | ✈ | | ✈ |
| 47 | Microsoft Defender for Endpoint | ✈ | ✈ | | | | | | | | | ✈ | | |
| 48 | Microsoft Exchange Services | ✈ | ✈ | | | | | ✈ | | ✈ | | ✈ | | |
| 49-50 | Microsoft SharePoint On-Premise and On-line; Microsoft SQL Server | ✈ | ✈ | | | | | ✈ | | ✈ | | ✈ | | |
| 51 | DH2i DX Enterprise | | | | | | | | | | | | | |
| 52 | Microsoft System Center Configuration & Operations Manager | | ✈ | | | | | ✈ | | | | ✈ | | |
| 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 | ✈ | ✈ | | | | | | | | | ✈ | ✈ | |
| 59 | F5 Load Balance/Applications Delivery Controller | ✈ | ✈ | | | | | | | | | ✈ | | |
| 60-61 | Cisco core, distribution and edge switches (Route/Switch) | ✈ | ✈ | | ✈ | | | ✈ | | | | ✈ | ✈ | |
| 62 | Cisco security platforms | ✈ | ✈ | | ✈ | | | | | | | ✈ | | |
| 63-64 | Aruba 802.11 wireless controller, Clearpass, location engine, access point and beacon; Meridian platform/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 | ✈ | ✈ | | | | | | | | | ✈ | | |
| 76 | Rapid7 Nessus | ✈ | | | | | | | | | | ✈ | | |
| 77 | ProofPoint | | | | | | | | | | | ✈ | | |
| 78 | CyberTriage Incident Response System | | | | | | | | | | | | | |

## 2. Description of Knowledge and Experience

Faith Group Consulting's Information Technology Functional Requirements and Capabilities Matrix (which is included as an attachment via the GOAA e-procurement portal) includes descriptions of our Team's specific knowledge and experience of both our firms and personnel, technical expertise and ability to deliver the services required and related to the technologies and commercial products identified.

## 3. Information Technology Functional Requirements and Capabilities Matrix

Per the RFP requirements, Faith Group Consulting has included the Information Technology Functional Requirements and Capabilities Matrix as a separate attachment via the e-procurement platform. This attachment is clearly labeled as follows: **Tab 8 - Attachment "A" - Information Technology Functional Requirements and Capabilities Matrix.**

# TAB 9 – Additional Information If Needed

Please see below for a listing of where Faith Group has addressed GOAA's Mandatory Requirements in our response:

| REQUIREMENT | FG RESPONSE |
|---|---|
| Respondent must be registered/qualified to do business in the State of Florida. | Copies of State of Florida registrations can be found in **Appendix E.** |
| Respondent shall have a minimum of five (5) years' experience providing services of the type described in the Scope of Services. | Affirmative statement located in **Tab 2, Section B – Cover Letter** (paragraph 4). |
| 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. | Please refer to attachment labeled **Tab 8 – Attachment A – Information Technology Functional Requirements and Capabilities Matrix**. |
| Return of Required Response Forms to include Proof of Insurance. | Response forms can be found in **Appendix B**. Proof of Insurance can be found in **Appendix C**. |
| Respondents must provide the most recent audited annual financial statements for the last two years. If audited financial statements are not available, provide balance sheets, income statements, and cash flow statements for the last two years. | A copy of Faith Group Consulting's most recent reviewed financial statements for 2021 and 2020 (to include balance sheets, income statements and cash flow) has been included as a separate attachment. The statements are labeled as follows: **"Confidential Financial Records Submitted Under Seal and Exempt from Florida Public Records Disclosure."** |
| Respondent shall affirm willingness to execute an agreement substantially in the form attached hereto as Exhibit 1 – Form of Professional Services Agreement. | Affirmative statement located in **Tab 2, Section B – Cover Letter** (paragraph 5). |

# APPENDIX A – RESUMES

## ZACHARY VARWIG | Principal-In-Charge

**Education:**

*Bachelor of Science – Business Finance*

*Miami University Farmer School of Business Oxford, Ohio*

**Certifications:**

*Construction Partnering Orientation Training, International Partnering Institute (IPI)*

**Affiliations:**

*Airport Council International (ACI)*

*Airport Consultants Council (ACC) - Chairman ACC Young Professionals Forum*

*Building Industrial Consulting Services International (BICSI) - IT Design Fundamentals 2012*

Zach leads Faith Group Consulting's consulting and aviation practices. He specializes in the planning, design and implementation of technology, security and AV systems in aviation, transportation, and large campus facilities. He is an accomplished project executive, having led dozens of projects for clients around the world. His skill sets are rooted in technology impact evaluation and operations analysis, along with technology concept generation and business case development. Zach has led the technology planning and design for over $1 billion in technology scope across many large-scale capital development programs. Zach has been a featured speaker and author for multiple industry conference sessions and periodicals, covering emerging trends and topics in technology and security system design and construction. He is a leader in the aviation marketplace for new solutions and innovations, having deployed multiple first-of-their-kind technologies and solutions.

**Orlando International Airport, 5 Year On-Call Services Contract, IT Master Plan, Telecommunications and Security -** Orlando, Florida

***Client Manager/System Analyst*** for a 5-year on-call services contract related to telecommunication, airport infrastructure, and business process improvements. Zach serves as a client manager for this project and is involved in a variety of projects for the airport, including the development of a bilingual mobile application to support airport navigation and service offerings, along with Wi-Fi design and installation in support of a real-time location system within the airport facility. He also completed a server and data center assessment, is currently developing an IT master plan, and provided staff augmentation services as well as video wall support & consulting services. Additionally, Zach is managing an access control system upgrade, CCURE upgrade, updating specifications for the CCTV system, and is supervising an engineering and design project to replace the majority of security cameras in the field.

**Orlando International Airport, Mobile Application Development -** Orlando, Florida

***Project Manager*** for the planning, design, implementation, and launch of a public facing mobile application at Orlando International Airport. Zach worked with and led a team of nine on this project, the highlight of which is the development of a Bluetooth Low Energy (Beacon) infrastructure that supports indoor location services allowing travelers who run the application to automatically locate themselves anywhere in the facility. By placing a "Blue Dot" onto an airport map, the application then provides turn-by-turn directions to any point in the facility. Zach also led the team in initially exploring the use of Wi-Fi Real Time Location System (RTLS) as well, resulting in the implementation of an Aruba Location Engine on the client's wireless network.

**Orlando International Airport, MCOCares Website Development -** Orlando, Florida

***Project Manager*** for the planning, design, implementation, and launch of a public facing website to be utilized by GOAA stakeholders to conduct common business throughout the airport. The website includes a customer service recognition portal, airport related information, feedback forms, and a messaging platform for Greater Orlando Aviation Authority related business.

**Orlando International Airport, CCTV Removal & Replacement -** Orlando, Florida

***Project Manager/System Analyst*** on the removal and replacement of at least 820 legacy analog video surveillance cameras throughout airport. Zach and his team of five first completed a full site survey, as well as the development and integration of Computer Aided Design (CAD) documents into a Geographic Information System (GIS) database. Beyond Zach's work managing the schedule and deliverables, he will use the gathered information to ultimately develop a Basis of Design (BOD) for camera removal and replacement.

**Orlando International Airport, IT Master Plan Update -** Orlando, Florida

***Project Manager/System Analyst*** leading a team of eight in the third update to the IT master plan, focusing on internal IT and back-of-house systems along with the development of an expansion plan for IT systems to the south terminal complex.

**Orlando International Airport, Server Removal & Replacement -** Orlando, Florida

***Project Manager*** for a data center evaluation focused specifically on the server and storage environment for replacement and re-architecture of that server environment. Zach led a team of eight in a site survey, the development of improvement recommendations and plan, and in providing

assistance with procurement documents for new servers in a data center, along with schedule setting and project Quality Assurance/Quality Control (QA/QC).

**John F. Kennedy International Airport, Terminal 1 Redevelopment –** United States
***IT Design Director*** for a 2.8 million sf. redevelopment of Terminal 1. Zach is overseeing the planning and design of all telecommunications and security systems to be included on the project. The work is being delivered as a P3 partnership between several U.S. based and multi-national team members. Zach is leading workshops that focus on defining the business processes and technical solutions to be included in the state-of-the-art facility due to be complete by 2025. Project has been completed through 90% Comprehensive Final Design.

**San Antonio International Airport, On-Call General Technology Consulting Services –** San Antonio, Texas
***Principal-in-Charge*** for overall IT On-Call Contract at SAT. Provide strategic level direction on all Faith Group scopes and tasks executed underneath the agreement. This includes consultation with SAT staff throughout scoping and execution to ensure services are aligned with SAT planning and vision. The projects include

- **Power BI Optimization Phase I**
- **Data Management Design & Consulting**
- **Common Use Phase II RFP Development**

**Dallas-Ft. Worth International Airport, IT Strategic Plan Consulting Services -** Dallas, TX
***Principal-in-Charge*** leading the Technology Services topics of a comprehensive Information Technology (IT) Strategic Plan spanning the entire DFW IT program. Zach was responsible for developing existing conditions, performing stakeholder interviews, industry benchmarking, gap analysis and recommendations related to all technologies covered by the holistic DFW IT Strategic Plan. Zach led the final design architecture of the program, along with the roadmap prioritization of projects for a $150M IT program at DFW.

**Wichita Dwight Eisenhower National Airport, IT Capital Plan –** Wichita, KS
***PIC and Senior System Analyst*** for the development of a security and technology systems master plan for the airport. Zach is responsible for assessing current conditions, business goals and objectives and proposed technology enhancements for the administrative systems that support the airport operations. Recommendations will include alternatives development and projected capital and O&M costs associated with the proposed upgrades.

**San Francisco International Airport, Information Technology Design and Construction Standards Development -** San Francisco, California
***Project Manager and Lead Consultant*** for the development of a new Information Technology and Telecommunications standard to be used in all design and construction related activities. The standards document specifically covered telecommunication rooms (Special System Rooms), cabling, pathways, connectivity, testing, and other related layer 1 standards for the airport. Zach led the team that developed the standards with the design and construction and ITT departments, along with providing industry knowledge and input into the content of the documents.

**San Francisco International Airport, Terminal 1 Redevelopment Program/Boarding Area B -** San Francisco, California
***Project Manager/Special Systems Consultant*** for a new $1.4 billion expansion of boarding area B. Zach is leading a team of nine in managing a number of technology systems including passenger processing, electronic video information displays (EVIDS), telephony, Wi-Fi, distributed antenna, digital wayfinding, audio and visual paging, cabling systems, special systems rooms, video surveillance, and access control among others. He also is the lead systems consultant on wireless technologies and passenger processing along with passenger flow monitoring, and he is supervising the team and managing all deliverables through the design phase.

**Asheville Regional Airport, Terminal Modernization Master Systems Integrator –** Asheville, NC
***MSI Lead*** for a $250M terminal redevelopment program. Zach is responsible for leading the systems design and integration direction for all new technologies introduced as a part of the Hensel Phelps CMAR team. The program is introducing a completely common use terminal, with multiple new biometric, signage and connectivity innovations.

## JASON WALLACE, PMP
## Program Manager

Faith Group

**Education:**

*Master of Business Administration, Management Information Systems*

*Franklin University Columbus, Ohio*

*Bachelor of Science in Business Administration, Management Information Systems*

*The Ohio State University Columbus, Ohio*

**Certifications:**

*Lean Six Sigma Green Belt (LSSGB)*

*Certified Scrum Master (CSM)*

*PMI Project Management Professional (PMP)*

*Network+*

*ITIL Service Operations*

*ITIL v4 Foundation*

*Enterprise Content Mgmt. Practitioner (ECMp)*

Jason is a Senior Program Manager with more than 20 years of experience in the information technology managing: application development, infrastructure engineering, master data, enterprise information, data warehousing, and content management projects & organizations. He is experienced at leading and managing teams, mentoring, and coaching employees, and encouraging a cohesive team environment. Jason is highly skilled in managing people and projects simultaneously, while easily gaining the respect of peers and the confidence of both senior leadership and customers. Over the years, Jason has successfully delivered multiple multi-million-dollar project initiatives, consolidated/retired more than half a dozen legacy applications, and provided continuous improvement of numerous processes.

**Orlando International Airport, On-Call Services Contract -** Orlando, FL
***Sr. Program Manager*** to the Greater Orlando Aviation Authority (GOAA) management team providing expert feedback and solutions for issues, problems and challenges. Jason manages multiple projects while ensuring the budgeting, estimating, scheduling, vendor contract administration & project documentation are complete. He evaluates current processes and procedures to redefine and enhance the current operations and project delivery for the organization. He identifies opportunities and create proposals to standardize processes to align with ITIL (change, release, service level, configuration availability & risk management) and evaluates and selects new software packages to support business unit needs and implement the new capabilities across the organization. Significant task orders to-date have included:

- Mobile Application Development & Enhancements
- C-CURE 9000 Access Control Upgrade
- ArcGIS Space Management Upgrade
- Digital Content & Innovation Consulting
- Maximo Asset Management Consulting and Upgrade

**Daytona International Airport, Airport Security System Upgrade** – Daytona Beach, FL
***Sr. Program Manager*** for managing the physical security system upgrade and construction program. Jason led the evaluation of new access control (ACS) and video management (VMS) systems, development of an RFQ & RFP to enable the selection of an integrator partner, and implementation of new video surveillance, ACS, and VMS platforms.

**Hartsfield Jackson Atlanta International Airport, On-Call Planning Contract: IT Master Plan Update** – Atlanta, GA
***Sr. Project Manager*** for developing a re-baseline and update to ATL's 2014 IT Master Plan. Jason will lead the development of a new baseline of existing conditions for systems and staffing, followed by a gap analysis and industry trends & best practices evaluation, and finally an IT master plan or recommendations and roadmap development.

**Dallas Ft. Worth International Airport, IT Consulting Contract** – Dallas, TX
***Sr. Project Manager*** responsible for managing the firm's IT IDIQ on-call contract with the Airport. Tasks have included:

- Terminal E AVDGS Design and CSS
- Access Control CONOPS and Basis of Design
- Comprehensive Wireless Platform RFP
- Financial ERP Implementation Support

**Dallas Ft. Worth International Airport, IT Strategic Plan** – Dallas, TX
***Sr. Project Manager*** responsible for managing a large team focused on the development of an actionable roadmap and an integrated business & IT Strategic Plan (ITSP). This evaluated the existing conditions of Business Systems, Business Processes, Human Capital (Organization & Resources), and General Technologies (architecture, wireless, analytics, artificial intelligence, etc.).

**Metropolitan Knoxville Airport Authority, IT Policy, Strategy, and Planning Consulting** – Knoxville, TN
***Sr. Project Manager*** for leading a 5-year information technology advisory services program. Jason manages various on-call contracts and projects and builds teams to support each of them. Tasks have included:

- Cybersecurity Assessment and Strategy Advisory Services
- Terminal Systems Upgrade & Common Use Implementation

- Passenger Processing Systems Upgrade
- Gate Utilization Study
- Ticket Counter Infrastructure Consulting
- Baggage System Display Design
- New Parking Garage Technology Planning
- Smart Parking Technology
- Automated Parking Guidance System RFP and Design

**Tompkins Consolidated Area Transit, IT Roadmap** – Ithaca, NY
***Sr. Project Manager*** responsible for developing an IT Roadmap and IT Strategic Plan for the Tompkins Consolidated Area Transit (TCAT) organization. The project is being executed in multiple phases beginning with an existing conditions assessment, followed by a gap analysis and industry trends & best practices evaluation, and finally an IT strategic plan and roadmap development.

**Laketran, IT Strategic Plan** – Lake County, OH
***Sr. Project Manager*** for examining strategies and best practices for IT and cybersecurity as well as adapting Laketran's capabilities to the ongoing evolution of the industry's IT innovations and systems. Tasks include stakeholder engagement & assessment, current IT state assessment, industry trends & best practices gap analysis, and strategic plan & roadmap development with recommendations for IT systems and staffing.

**Atkins Global, Data Transfer Solutions -** Orlando, FL
***Director, Project Management (PMO & Cloud)***

- Developed, built-out, and standardized an IT Project Management Office (PMO)
- Created a roadmap and strategy for PPM adoption around technology, process, and people
- Understanded and documented different customer needs and prioritize across the entire project portfolio
- Collaborated & partnered with implementation managers to successfully deploy software to clients
- Developed the cloud hosting roadmap, documentation, processes, and security hardening plan
- Implemented ITIL procedures, governance, and controls across all cloud-hosted platforms
- Managed production assurance, incident management, problem management and automation solutions.
- Project Director for VUEWorks Asset Management software and professional implementation services. Jason planned, designed, configured, implemented, and validated the software from development through production for multiple clients:
    - Missouri Department of Conservation (MDC), MO
    - MassDOT, MA
    - RIDOT, RI
    - Anne Arundel County, MD
    - Franklin County, OH
    - City of Largo, FL
    - City of Sioux Falls, SD
    - City of South Portland, ME
    - City of Evanston, IL
    - SunRail (FL)

## W. RICK ADAMS, CCNA
## Director of Technology

Faith Group

**Education:**

*Bachelor of Science in Computer Science Rowan University, Glassboro, NJ (2009)*

*Associate of Applied Science in Geospatial Technologies Rowan College at Burlington County, Mount Laurel, NJ (2007)*

**Certifications:**

Cisco CCNA R&S

Cisco CCENT

Rick is a result driven technology solutions architect with more than 15 years of experience in large-scale aviation, commercial and government initiatives. He excels at learning complex systems and concepts quickly, developing comprehensive and secure solutions, while playing a key role in all parts of the project and systems development lifecycle. He is a subject matter expert in a broad range of technologies and design patterns, including the planning and comprehensive integration of enterprise networks, video analytics, video management, terminal systems and other IoT sensor systems. His education and background in software development and complex systems integration is leveraged to ensure Client objectives are being met while providing modern and practical systems design and consulting.

**Orlando International Airport, On-Call IT Consulting Services -** Orlando, Florida

***Sr. Systems Consultant*** for a security and technology focused on-call planning contract. Task orders include:

- **CCTV Planning (Phase 1 & Phase 2) –** Rick was responsible for the development of the IP network related content of the CCTV Planning Project's Basis of Design and Alternative Analysis reports. This effort provided design and planning for alternative network architectures, improved surveillance coverage, enriched forensic investigation, enhanced situational awareness and augmented monitoring capabilities for GOAA staff. An infrastructure assessment was developed to describe impacts to the existing network design given the proposed increased camera count with high-resolution camera equipment and video analytics.
- **Information Technology Master Plan (ITMP)** – Rick was responsible to develop content for the ITMP related to Geospatial Information Systems (GIS) and Passenger Facing Mobile Services. Each section detailed existing conditions based on customer stakeholder interviews, a gap analysis comparing against industry standards, and recommendations.
- **R&R Design** – Rick was responsible for the design, configuration and support of a new Geographical Information System (GIS) based survey, used to gather all Existing Conditions in a living deliverable format. This point feature data was then used to design all IT and low voltage systems part of the R&R project (e.g. Access Control, Video Surveillance, Storage, Electrical, etc.).

**Philadelphia International Airport, Computer Information Systems Management (CISM) Contract -** Philadelphia, Pennsylvania

***Sr. Design Consultant*** for the overall services contract includes industry research, IT master planning, concept development, system design and specifications, and project management. Task orders include:

- **Network Replacement Study** – Rick was responsible for the development of a detailed, formal Local Area Network Manufacturer Market Analysis, technical comparison and recommendations. This information is then used by the Client to determine which products line up with their short and long-term business objectives and system requirements.

**Metropolitan Knoxville Airport Authority (MKAA), IT Policy, Strategy, and Planning Consulting Services –** Knoxville, TN

***Lead Tech/Network Consultant*** supporting the IT consulting and planning services on a variety of Work Authorizations (WA) and staff augmentation positions in four main categories: acquisition and management of IT cybersecurity services, IT staffing strategy and planning, IT outsourced services and strategy and planning, and IT services delivery strategy and planning.

**Dwight D Eisenhower National Airport, Airport IT Capital Plan** – Wichita, KS

***Sr. Network Design Consultant*** responsible to provide existing conditions analysis, facilitate stakeholder meetings, gap analysis, road mapping and recommendations for IT systems and infrastructure as part of an airport Information Technology Capital Plan (ITCP). Topics and systems covered include campus network infrastructure, disaster recovery, data center network infrastructure, data center hosting, network storage, cybersecurity, network security, virtual compute, and other IT related operational systems. Special consideration was made for Airport's operational budget constraints while providing a roadmap and guidance to achieving business objectives and technology goals over a 10-year procurement and execution timeline.

**John F. Kennedy International Airport, Terminal 1 Redevelopment –** Queens, NY

***IT Design Lead,*** serving as the Master Systems Integrator for a design-build project related to the construction of a new international terminal for a major airport authority hub. Project includes consulting and development of design documents related to campus networks, data center networks, Wireless Local Area Networks (WLAN), VoIP, virtual service hosting, storage area network, cybersecurity, and related IT systems. Scope of this project includes focus on modern network and system architectures which showcase automation and orchestration of services and infrastructure using software defined network fabrics for Data Center, Campus and Internet of Things (IoT) systems.

**Dallas Fort Worth International Airport – On-Call Consulting Services -** Dallas, Texas
***Senior GIS Specialist*** for a technology focused on-call planning contract.
*Task orders include:*

- **Access Control System Upgrade Phase 2** – Rick was responsible for the coordination and support of a new Geographical Information System (GIS) based survey, used to gather all Existing Conditions in a living deliverable format. This point feature data is then used to design a new Physical Access Control system to replace the existing across the entire campus.

**San Jose International Airport, Cybersecurity Assessment and Improvement Plan –** San Jose, CA
**QA/QC.** This work included an existing conditions assessment and gap analysis to determine the current state and readiness as it related to cybersecurity at the airport. Tasks included detailed vulnerability assessments and cybersecurity manufacturer product analysis in addition to other relevant network architecture and cybersecurity training tasks.

**Los Angeles International Airport, T4/T5 Redevelopment –** Los Angeles, CA
***Sr. Design Consultant*** responsible for the wireless and Local Area Network design and consulting for the ongoing American Airlines (AA) major redevelopment of Terminal 4 and Terminal 5 at LAX. Key systems and services planned for and/or designed by FG include: AA and LAWA IT Rooms; conduit pathways for both Riser and Horizontal Cabling; Telephone System (Emergency Phones and Elevator Phones); Paging Systems (American Airline and LAWA); Radio Communication System Pathways; Local Area Network; Wi-Fi (Concessions, Public Areas, American Airlines and Other Airlines (OAL)); Electronic Visual Information Display System; Distributed Antenna System; Television System; CCTV/Video Surveillance System; and Access Control (ACAMS). Rick was responsible for the Wi-Fi and LAN design in support of all low voltage IT and Security Systems. This includes Schematic Design, Design Development, Construction Document and Construction Administration.

**Philadelphia International Airport, On-Call Security and Special Systems Contract -** Philadelphia, Pennsylvania
***Sr. Design Consultant*** for a security and special systems focused on-call planning contract. Task orders include:

- **CBP Security Network Design** – Rick is responsible for network and IT systems consulting and design tasks related to the new Customs and Boarder Protection Video Surveillance Solution (VSS), which includes a new end-to-end highly-available Software-Defined campus Local Area Network to serve as a pilot for future expansion across the airport.
- **Critical Site Hardening Preliminary Design** – This Project included requirements definition and preliminary design of a solution to increase physical security and monitoring of critical infrastructure locations. Tasks include customer stakeholder interviews, site surveys, existing conditions documentation, coordinating subcontractors, and conceptual design detailing CCTV, network infrastructure, Access Control, barrier and gate hardware.
- **Vehicle Gate V01 Preliminary Design** – This Project included requirements definition and preliminary design of a solution to redesign the airport's primary commercial vehicle gate.
- **Cargo City Access Control Preliminary Design** – This Project included requirements definition and preliminary design of a solution to extend the airport's access control and CCTV system to their tenant Cargo and Maintenance Hangar facilities.
- **Access Control System Upgrade** – This Project was an airport-wide upgrade effort to replace all existing Access Control components with the latest approved Honeywell ProWatch system, including network infrastructure, intelligent controllers, door panels, card readers and related hardware. Tasks include design reviews, modification of drawing sets/specifications, development of bid documentation, RFI response, and general construction administration.

## GRANT GRAY
## Sr. IT Consultant

**Education:**

*Finance, University of Oklahoma Norman, OK (1989)*

**Certifications / Licenses:**

*Microsoft Project Certified*

**Affiliations:**

*International Air Transport Association (IATA)*

*Airline4America (A4A)*

*Airport Council International North America (ACINA)*

*Air Transportation Industry Technology Vendors*

*Airport Cooperative Research Program (ACRP)*

Grant is an IT professional with notably more than 15 years of successful delivery of a broad range of technology, specializing in Airport & Airline IT systems and passenger-enhancing programs. He Is seen by his peers as an innovation thought leader in the evaluation and delivery of passenger processing engineering & Airport IT systems. His leadership and detailed knowledge of passenger processing systems, along with his strong background in airline project and program management leadership, have allowed him to establish a framework of processes, roles, and tools that enable innovation and transformational value to the airline business. He has extensive experience in project and program leadership at the same time motivating and establishing direction of project/program teams to complete tasks based on the "Five C's" Principals Be Clear, Be Concise, Be concrete, Be Complete and Be Consistent to complete projects on time and on budget.

**Orlando International Airport, 5 Year On-Call Services Contract, IT Master Plan, Telecommunications and Security -** Orlando, Florida

***Project Manager/System Analyst*** for a 5-year on-call services contract related to airport infrastructure, and business process improvements. Grant serves as a client manager in a variety of projects and governance efforts for the airport, including the development, installation and support of a multiple terminal dynamic signage migration and navigation program. Supervising and program coordination of airlines marketing Branding and IT teams, authority IT, and external stakeholders to upgrade integrated service offerings at ticket counters, dynamic wayfinding and FIDs systems including city of Orlando promotional campaign to points of Interests.

**San Antonio International Airport (SAT), On-Call General Technology Consulting Services – San Antonio**, TX

***Sr Systems Lead, IT Project Manager*** for a 5-year on-call services contract related to airport infrastructure, and business process improvements. Grant serves as a client manager in a variety of projects and governance efforts for the airport, including the development, installation and support of a enterprise Airport Data management system, dynamic signage migration and common use expansion programs. Responsibilities include supervising and program coordination of city, airport IT leaders, Airlines and external stakeholders to ensure airport technology projects meet requirements and specifications of approved projects. Most significant program(s) is the Airport Information management system (AIMS) to migrate all airport operational system data to an enterprise cloud based common data store and the New Terminal planning development program for planning and design of technology systems for the new SAT terminal C for 2027 opening.

**John F Kennedy International Airport, New Terminal One – New York, NY**

***Sr. Consultant and System Subject Matter Expert*** for the Master System Integration Partners (SITA, Schneider Electric, ADBSafegate, Vanderlande) responsible for all terminal and passenger processing systems meet the requirements and performance of work (RPW) set forth by the Port of New York and New Jersey PNYNJ. Responsibilities include defining all passenger processing product specifications, review vendor proposed solution(s) to ensure all passenger processing systems meet technical, regulatory and design requirements. Systems include Common Use including Biometrics, Baggage handling and Baggage Reconciliation, Enterprise Resource and advance gate management systems including aircraft visual guidance and virtual ramp control systems. JFK's NTO project is a $9.5B new terminal construction project with the goal of building the world's very best international terminal.

**Dallas Ft. Worth International Airport, IT Strategic Planning Consulting Services –** Dallas, TX

***Sr. Consultant and System Subject Matter Expert*** for passenger processing technology on the DFW IT master planning team. Grant was responsible for consulting with and advising DFW clients on improving the passenger experience with new or existing technology. Grant coordinated teams from DFW, Airlines, vendors, and passenger advocacy groups to provide the client with real world models of Data, infrastructure and operational improvements to incorporate into a Sr. technology leadership multiyear planning roadmap.

**Dallas Ft. Worth International Airport, IT Indefinite Delivery, Office 365 Deployment –** Dallas, TX

***Project Manager*** for an Office 365 deployment. Grant oversaw the deployment of the software which will be used by more than 2,300 DFW employees.

**Louis Armstrong New Orleans International Airport, DAS/Wi-Fi and Shared Tenant Services RFP Development –** New Orleans, LA
***Sr. Systems Consultant*** for RFP development for DAS, Wi-Fi and Shared Tenant Services. Grant assisted with RFP review, evaluating vendors' RFP responses using a Faith Group/MSY developed evaluation scale and will be assisting with oversight during the construction phase.

**Delta Air Lines, Inc. (Los Angeles International Airport), T2/3 Modernization Program –** Los Angeles, CA
***Sr. IT Project Manager*** for a PMO team supporting IT services for a large-scale Delta Air Lines (DAL) transition between terminals (largest simultaneous airline move in US airline history). The team is supporting the transition of DAL as they move from Terminals 5 and 6, to Terminals 2 and 3, with support work at Tom Bradley International Terminal (TBIT). The move affects more than 25 airlines. Work includes the coordination of IT needs for the airline, as well as airline support services.

**Metropolitan Knoxville Airport Authority – Ticket Counter Infrastructure Consulting and Design –** Knoxville, TN
***Consultant*** for an assessment of the existing gates and ticketing environments including digital signage, security system and the shared use environment. The assessment provided a report on the existing conditions at the airport, and a follow-on document and presentation provided a recommendation and cost estimate for future enhancements. The recommendations would overhaul and replace the dynamic signage and passenger processing system at the airport to improve the passenger experience at the common use check-in counters, kiosks and gates. The project is now in the design phase and targeted for mid-2022 completion.

**John Glenn Columbus International Airport, New Passenger Terminal** –Columbus, OH
***Sr. IT Technology Consultant*** responsible for providing an advanced Terminal Technology Planning for a new Midfield expansion program for the new 30-gate+ terminal facility. Grant's responsibilities included defining all passenger processing product specifications, review vendor proposed solution(s) to ensure all passenger processing systems meet technical, regulatory and design requirements. Systems include Common Use including Biometrics, Baggage handling and Baggage Reconciliation, Enterprise Resource and advance gate management systems including aircraft visual guidance and virtual ramp control systems.

**Philadelphia International Airport, CBP Complaint Biometric Exit System Comparative Analysis** – Philadelphia, PA
***Sr Systems Consultant*** provided planning, design, and delivery for the airport's 20 international biometric exit gate pilot. Served as the Single point of contact by facilitating stakeholder meetings for the development of requirements, liaison between vendors, PHL Information Technology and governmental agencies. Facilitated the entire on-site setup of vendor systems, monitoring of live-flight trials, and comprehensive analysis of each vendor trial products. Defined the manufactured systems and capability to support the operational and passenger processing environment for CBP Biometric exit program. Led the competition among multiple hardware and software manufacturers.

**Hartsfield Jackson Atlanta International Airport, International Terminal Biometrics** – Atlanta, GA
***Sr Systems Consultant*** provided planning, design, and budgeting order of magnitude services to provide similar biometric verification/processing capabilities for use by ATL's foreign flag carriers at international check-in and all gates in Concourses E and F not operated by Delta Airlines.

**San Francisco International Airport, Biometric Exit Gate Deployment for International Terminal** – San Francisco, CA
***Sr Systems Consultant*** provided planning and design for the airport's 22 international biometric exit gate pilot and deployment project. Defined the manufactured systems and capability to support the operational and passenger processing environment for CBP Biometric exit program. Led the competition among with multiple hardware and software manufacturers.

**Ontario International Airport, Common Use Assessment –** Ontario, CA
***Project Manager/Lead Consultant*** assisting the Airport with developing a common use assessment. Grant worked alongside the Prime to develop best practices, layout options, a design guide, cost estimates, and implementation phasing. This program supports flexible Airline deployment around the Airport.

## JEFF CHAMBERS
## Sr. Project Manager

Faith Group

**Education:**

*U.S. Air Force Electronics School San Antonio, Texas*

*Ball State University Muncie, Indiana*

**Affiliations:**

*Member, Project Management Institute (PMI) Central Indiana Chapter*

Jeff has more than 20 years' experience in project management and consulting in the IT field, specializing in IT projects & program management solutions including application development, IT infrastructure, access control systems and telecommunications. Jeff is an experienced technical manager that utilizes a Business System Analyst approach to plan, implement, and optimize function between the client enterprise's business side and their integration with technology. He has experience with both management of IT Department operations teams and systems integration projects including development of business application tools to support operations process improvements.

**Orlando International Airport, IT Consulting Contract –** Orlando, FL
***Sr. Project Manager*** for an On-Call contract focused on IT and security systems. Jeff is the primary IT Project Manager leading project resources on solution design, development, implementation, schedules, budget, and issues resolution. Some of the task orders he manages include:

- **GIS Cable Management System Planning –** for the Airport IT Department. Jeff led a Product Evaluation and Planning project to educate the Airport staff on features and functions available in GIS based Cable Management systems and inform them on the best solution for their needs.
- **Security System Integration –** for the Airport Security and Operations Center. Jeff led the implementation of a new application that integrates Airport Access Control and CCTV systems with GIS mapping and security incident notification platforms.
- **Project Portfolio Management (PPM) –** for IT Department project and process standardization. Jeff led the IT department through the implementation of two separate enterprise applications providing project management and business process workflow automation.

**Port Authority of New York & New Jersey (PANYNJ), IT Master Plan –** New York/New Jersey
***Deputy Project Manager*** for airport technology-focused master planning services contract. Jeff served as a deputy PM developing an Airport Technology Master Plan (ATMP) for the Newark Airport (EWR). During this project, he organized and facilitated technology work groups focused on both ongoing operational systems and capital planning projects for a 5-year roadmap.

**Daytona Beach International Airport, Terminal Renovation –** Daytona Beach, FL
***Sr. Project Manager*** for construction administration services for the digital signage software and content RFP as a part of the overall renovation of the existing domestic terminal building. Project management oversight and review of Digital Content Vendor Submittals, Network Connectivity Requirements, Implementation, and System Testing.

**Asheville Regional Airport, CMAR Services for Terminal Modernization –** Asheville, NC
***Sr. Project Manager*** responsible for overseeing technology system integration, solution planning, infrastructure design and construction administration for campus network architecture, data center hosting strategy, Wireless LAN, VoIP, common use passenger processing, cellular DAS RFP, shared tenant services, IPTV, video surveillance, biometrics, video content analytics, cybersecurity, and associated IT systems.

**Metropolitan Knoxville Airport Authority, Terminal Modernization Program –** Knoxville, TN
**Sr. Project Manager** leading a 5-year information technology advisory services program. Jeff is responsible for management of projects for, new capital projects, facility renovations/retrofits, process improvements, system installations, and cybersecurity initiatives. Tasks include developing specifications for systems & infrastructure, management of project scopes, schedules, and budgets. Provides support to other departments including maintenance, planning, engineering, and operations in developing and implementing projects.

**Indianapolis Airport Authority, New Midfield Terminal Program – Indianapolis, IN**
***Project Manager / Owners Technical Representative***. Managed the design and installation of IT and security/safety systems for the New Indianapolis International Airport (IND) including the transfer of IT systems from the existing terminal facilities. In this role as owner's technical representative, Jeff provided a focal point for overall IT coordination between the designers, Systems Integrator, site construction managers and the Indianapolis Airport Authority operations team.

**Nashville International Airport, Security Checkpoint Upgrade – Nashville, TN**
***Program Manager*** for access control and CCTV technology design phase for the Nashville, TN airport (BNA) security checkpoint upgrade project. Manage development and coordination of security technology design packages (SD, CD, DD) with general contractor, architect, and Airport stakeholders.

## HASSAN CHALABI, CCNP, CCNAx3, CCDA
## Network Lead

**Education:**

*Bachelor of Science Applied Mechanical Engineering University of Tikrit, Iraq class of 2003*

**Certifications:**

*Cisco CCNP R&S*
*Cisco CCNA R&S*
*Cisco CCNA Security*
*Cisco CCDA* Design
*Cisco CCENT*
*CompTIA Network+*
*CompTIA A+*

**Infrastructure**
*Routing and Switching*
*LAN/WAN*
*SDA fabric*
*SD-WAN*
*ACI and Data Centers*

**Security**
*L4-L7 Firewall*
*IDS/IPS*
*Cybersecurity*
*SIEM applications*

**Products and Applications**
*Cisco, Juniper, Brocade, Palo Alto, Rapid7, Splunk, SolarWinds, Live Action, NetBrain*,

Cisco Certified Network Engineer CCNP R&S, CCNA security and CCDA Design with more than 15 years of experience in large-scale enterprise networks in aviation, commercial and government initiatives. His education and background in software development and complex systems integration is leveraged to ensure Client objectives are being met while providing modern and practical systems design and consulting.

**Philadelphia International Airport, On-Call Security and Special Systems -** Philadelphia, PA
**Sr. Network Design Consultant** Serving as Subject Matter Expert SME for the assessment of the existing network infrastructure and provide consultation of design and specification of the upgrade.

**John F. Kennedy International Airport, Terminal 1 Redevelopment** - New York City, NY
**Sr. Network Design Consultant** Serving as Subject Matter Expert SME for the redevelopment of the JFK Airport Terminal 1 Project. Develop design and specification of the network infrastructure for systems such as Surveillance system, access control systems, Phone systems, information display system, public address system, Baggage handling system and others, provide support and consulting to all team members and contractors involved in the project.

**Asheville Reginal Airport, Terminal Master Systems Integrator -** Asheville, NC
**Sr. Network Design Consultant** Serving as Subject Matter Expert SME for Asheville reginal airport modernization project to provide design and specification of the network infrastructure upgrade, consulting for the deployment of the infrastructure equipment and assist with the migration. Provide consulting service and develop scope and procedure for the deployment of Network monitoring and management applications.

**Pittsburgh International Airport, Shared Tenant Services -** Pittsburgh, PA
**Sr. Network Design Consultant** Serving as Subject Matter Expert SME for the design of the systems and the requirement to host shared tenant services for the Airport as Managed Service provider. Assist in the development of the financial model and the service level agreement SLA.

**Jacob K. Javits Convention Center, IP Camera Outage Diagnosis and Remediation -** New York City, NY
**Sr. Network Engineer Consultant** Serving as Subject Matter Expert SME for the troubleshooting and the remediation of the video surveillance system, develop

**Jacksonville Aviation Authority**
**Network Engineer/Lead Cybersecurity Administrator** responsible for managing and supporting two major data centers, Nexus 7k, VDC fabric extender, UCS and fabric interconnect. Also responsible for managing and supporting Jacksonville International Airport infrastructure that includes JAA facilities and building automation, parking environment, surveillance, and JAA police department. Supported security applications, firewalls, IPS/IDS, logs and event management, infrastructure auditing, and edge networks with multiple ISP via BGP. Maintained Criminal Justice Information Systems compliance and Payment Card Industry (PCI) compliance. Participated in design and implementation of many projects within JAA and provided resources and support to IT staff and JAA staff in general.

## JEFF "MAC" MCNAUGHTON, PMP, RCDD, CTS-D
## AV Lead

**Education:**

*Bachelor of Science - Technical Management DeVry University 2003-2005 Ohio University 1990-1994*

**Certifications:**

*Registered Communication Distribution Designer (RCDD) No.: 333283*

*Project Management Professional (PMP) No.: 2976990*

*Certified Technology Specialist-Design (CTS-D) No.: 2331265*

Jeff has managed planning and system design efforts for AV/Telecomm and Security product integration with enterprise systems for more than 24 years. He has experience in multiple markets to include aviation, federal, government, education, healthcare, banking, and entertainment. Jeff is highly skilled at preparing and maintaining execution plans and communicating progress effectively with team members and senior management. His expertise includes the review and management of drawings, RFI's, proposal leveling, and closeout. Jeff achieves cost control by carefully coordinating with the primary stakeholders in each space, designing the right technologies, without making systems more robust than required. This approach is consistent with both BICS standards and state of the industry ICT planning and objectives as we see the human I/O interactions at the endpoint becoming the truly relevant aspect of IOT and distributed workforce planning in this brave new world. He has experience working and coordinating with other project managers, architects, engineers, and designers.

**Hartsfield-Jackson Atlanta International Airport, On-Call Planning Contract: IT Master Plan Update** – Atlanta, GA
**Sr. Project Consultant** for developing an update to the IT Master Plan. Jeff will provide infrastructure and A/V planning, existing conditions analysis and recommendations on the upcoming technology Master Plan.

**Delta Air Lines, ATL Concourse A CenterPoint 4th Level Delta Sky Club – Atlanta, GA**
**Project Manager** supporting the design and renovation of the Delta Sky Club in Concourse A CenterPoint 4th Level at the Hartsfield-Jackson Atlanta International Airport (ATL). Mac is overseeing design and construction administration services for electronic security (video surveillance, access control, intrusion detection), audiovisual (paging, digital signage, FIDS, IPTV), and information and communications technology (copper, fiber, backbone and horizontal pathway, telecom rooms/hosting, Wi-Fi, VoIP/telephony, radio and DAS).

**Hartsfield-Jackson Atlanta International Airport, Concourse D Upgrades and Related Projects** – Atlanta, GA
**Sr. Project Manager** for Concourse redevelopment work on Concourse D and enabling work. Work includes enabling package development to expand concourse E to add swing gate capacity for the eventual construction on Concourse D. Jeff will lead the low voltage planning, design and construction administration services for the phased expansion of Concourse D.

**John Glenn Columbus International Airport, New Terminal – Columbus, OH**
**Sr. Project Manager** for the new 30-gate+ terminal facility. Jeff is serving as the project manager overseeing the design engineering for all low voltage systems and leading the audiovisual (AV) design for the program.

**Punta Gorda Airport, Terminal and Baggage Expansion – Punta Gorda, FL**
**Sr. Project Manager** for the expansion of the terminal and baggage area. Jeff is overseeing design of all technology and security systems.

**Disney's Hollywood Studios Tower of Terror AV and Control System Update,** Lake Buena Vista, Fl
**Senior Show System Designer / Project Manager – Lead Technology Designer** was responsible for the concept, design and implementation of the new audio and show control system. With over 1000 points of interconnect this system is state of the art with more than 100 audio tracks going throughout a 13-story attraction on an all-digital audio network. The control system is designed to be dynamic, reacting to the constant variations of the ride system offering dozens of random "ride profiles" that make the attraction a unique experience every time.

**Disney's Port Orleans Resort, Background Music System Design,** Lake Buena Vista, FL
**Senior Show System Designer / Project Manager -** Mr. McNaughton was responsible for the concept, design, and implementation of the distributed music system for this 3000+ room resort at Walt Disney World. Port Orleans Resort is designed to conjure images of the antebellum south along the Mississippi river. The auditory experience is crucial to the resort completing the specific guest experience intended by the facility designers.

## JOE FALLON, PSP, ESS, RCDD, CISSP
## Security Lead

Faith Group

**Education:**

*Associate of Arts –Computer Science – Community College of Baltimore County at Catonsville, Maryland 2001 - 2003*

*United States Marine Corps -- 1,324 course hours in electrical / optical/mechanical theory.*

**Certifications / Licenses:**

*Physical Security Professional (PSP), ASIS*

*Certified Information Systems Security Professional (CISSP), 2022*

*Registered Communications Distribution Designer (RCDD), BICSI #243769*

*Electronic, Safety and Security Engineer (ESS), BICSI, 2012*

Joe is an experienced Security solutions subject matter expert with more than 25 years of experience in the Access Control and CCTV Industry. His technical expertise in Security, Access Control, Fire Alarm, PLC, Network, Audio Visual, and Microwave systems design and installation. He has a proven track record in system design and project management of large-scale command, control and communication (C3) projects ranging from oil and gas environment to sensitive government system installations, both locally and internationally. Joe's experience spans entire project life cycle from system design, software development, hands-on installation, troubleshooting, and project management to include project risk mitigation.

**Orlando International Airport, On-Call Services** – Orlando Florida

- **CCTV Planning Phase 1 and 2 - *Senior Security Systems Designer*** for a VMS planning study. In Phase 1, Joe worked with GOAA to establish camera coverage methodologies. He and the team analyzed existing conditions to include current and future capital projects. They developed a camera coverage methodology then utilized it to perform a CCTV gap analysis of the facility. High level probable cost estimates were also developed for the gap analysis phase. In Phase 2, Joe worked with GOAA to establish a Video Analytics Pilot Program, as well as Network architecture modifications to support the expanding VMS environment throughout the airport. Previous project work was incorporated as well as design and budget refinement to align with future state of supporting system environments.
- **C-CURE 9000 Upgrade - *Senior Security Consultant*** for an access control system supporting over 1000 card readers throughout the Airport campus. Joe and the Faith Group team migrated the existing C-Cure implementation within the virtual environment as well as upgraded the C-Cure applications and database to version 2.8. The C-Cure solution was integrated with Qognify Situator for event management and situational awareness, along with HID SAFE Identify Management System. Both solutions required the integration to be maintained and tested to ensure all functionality remained following the system upgrade. The upgrade to version 2.8 enhanced features of the access control system, improved performance, and optimized the existing card holder database records.

**Philadelphia International Airport, On-Call Security and Special Systems Services -** Philadelphia, Pennsylvania

***Senior Security System Designer*** for activities related to a three year on-call services contract for telecommunications and security systems at Philadelphia Airport. Work includes supporting a variety of services including evaluation of current technology systems, owner representation and inspection services, and development of several security programs which were identified in the previous security master plan. Joe provided QA/QC assistance on perimeter Access Control system upgrades.

**Miami International Airport, Access Control System Replacement Evaluation –** Miami, FL

***Sr. Security SME*** for the assessment of its existing Access Control System as well as an assessment of Miami-Opa Locka Executive Airport (OPF) and Miami Executive Airport (TMB) to quickly develop and document a holistic understanding of the existing conditions, identify system gaps and vulnerabilities, provide upgrade recommendations, and develop a high-level deployment schedule to understand the size, scope, and feasibility of implementing a systemwide ACS replacement project to address the necessary improvements.

**Daytona International Airport, Airport Security System Upgrade** – Daytona Beach, FL

***Security Systems SME*** for the physical security system upgrade and construction program. Joe provided QAQC of the evaluation of new access control (ACS) and video management (VMS) systems, development of an RFQ & RFP to enable the selection of an integrator partner, and implementation of new video surveillance, ACS, and VMS platforms.

**Ft. Lauderdale International Airport, Integrated Security Systems Planning, Design, Procurement and Program Management Services -** Ft. Lauderdale, Florida

***Senior Security System Designer*** for the design and integration of a new ACS terminal wide, which will be integrated into the existing Video Management System and newly procured Identity Management System (IDMS). Planning for future system integrations includes Telecommunications, Help Desk, GIS and Intercommunications. Joe is also working on RFP

development for PSIM, ACS active shooter, and other related systems to be integrated into the situational awareness platform.

**Dallas/Fort Worth International Airport, Design-Build Automated Access Control System Replacement** – Dallas TX
***Sr. Security Systems SME*** for the overall system replacement and enhancement of the automatic access control system in use by the entire airport campus. This includes 5 terminals and more than 30 other support structures that make up the DFW campus.

**JFK International Airport, Terminal 1 Redevelopment** – United States
***Senior Security Systems Designer*** for the design of Electronic Safety and Security systems to include Video Surveillance, Access Control, Intercommunications, Gunshot Detection and Command and Control Systems for a 2.8 million square foot redevelopment of Terminal 1.

**Dallas/Fort Worth International Airport, Automated Access Control System Replacement CONOPS and Basis of Design** – Dallas, TX
***Senior Security Systems Designer*** for the design of Access Control System upgrades and migration for entire airport. System included more than 1800 access-controlled portals as well as integration with PSIM and SA systems. Management of designers responsible for documentation of existing conditions and stakeholder engagement meetings. Development of transition plan for migration of systems.

**San Francisco International Airport, Program Management Support Services for Airport Security Infrastructure Program (ASIP) -** San Francisco, California
***Senior Security System Designer*** for Program Management Support Services contract. Program includes the programming, design, construction, installation, activation, commissioning, training and close-out of improvements to several projects including ductbank and/or terminal area backbone and SLAN infrastructure, access control system, CCTV/video management system (VMS) and various airfield perimeter improvements such as a perimeter intrusion detection system (PIDS). Joe assisted in ASIP project migrating ACS from legacy ACS to modern ACS. Assisted in design of door equipment upgrades, infrastructure upgrades and head end migration methodology.

**Seattle Tacoma International Airport, Perimeter Intrusion Detection System -** Seattle, WA
***Security Solutions SME*** responsible for Conops development and design-build project to establish a Perimeter Intrusion Detection System (PIDS) along the SIDA line and periphery of the airfield. As a part of the overall program, Joe was tasked with developing system use cases for each potential breach scenario, as well as facilitating integration across a variety of system endpoints on a virtual security platform.

**Ontario International Airport, Security Program Validation & Basis of Design -** Los Angeles, CA
***Security SME*** for QAQC of the Airport's security Basis of Design and developing procurement documents based on the security master plan, which was also developed by Faith Group. Joe is providing subject matter expertise for existing conditions, standards, basis of design, System Selection to include a new IDMS and RFP development, as well as providing selection input during the bid phase.

**Transportation Security Administration, TEDS Central Task Order AP4071 Mod3** – United States
***Senior Security Consultant –*** Design of low voltage systems to include Hirsch access control, Hirsch intrusion detection, video surveillance, and supporting network infrastructure for new TSA office space at Jackson Evers International Airport.

**Charlotte-Douglas International Airport, On-Call Services Contract -** Charlotte, North Carolina
***Security System Designer*** for a security and technology focused on-call services contract. Task orders include:

- **CONRAC** – Joe provided technology and security design and construction management to support the new 7 level parking garage and CONRAC facility.
- **Video Management System** – Joe provided system design and prepared a TSA OTA funding request.

# Steve Ritter

## On-Site Project Manager

**Areas of Expertise:**

- **IT Strategic & Master Planning**
- **Airport Revenue, Capital, Operational & Business Systems**
- **IT Program/Project Management**
- **Business Analysis & Justification for specialty systems**
- **Business Process Re-engineering**
- **Return on Investment Analysis**
- **Mobile Application/ Indoor navigation**
- **Passenger Engagement**

**Certifications & Affiliations:**

- **FAA Private Pilot Certificate**
- **FAA Aircraft Dispatcher Certificate**
- **Florida Airports Council**
- **Airports Council International-NA**

**Education:**

- **B.S. Aviation Management, Florida Institute of Technology**

***Professional Profile:***

Mr. Ritter has over nineteen years of planning, design, operational and technology experience focused primarily on the airport and airline industries. He has held key positions at both airlines and aviation consulting firms. Mr. Ritter has worked on many highly visible consulting engagements both domestically and abroad as a task lead, project manager and an on-site program manager. These engagements have included airport master plans, airport privatizations, business process improvements and process redesign projects, IT strategic plans, IT master plans, specialty systems programing and design, and implementation of new technologies and systems focused on airport business and operational applications. He is well versed in the planning and design standards of the FAA, ICAO and IATA. Mr. Ritter is also a licensed pilot.

***Select Project Experience:***

**Orlando International Airport** June 2013 – Present
*Orlando, FL*
**IT On-Call General Consulting**

***On-Site Program/Project Manager*** – Program/Project manager for a multi-disciplinary team which includes responsibility for planning, programing, design requirements, implementing, managing and delivering IT projects for the Greater Orlando Aviation Authority. Responsible for managing over 20 different sub-consultants and over $10.0 million dollars in professional services contracts. Successfully completed and delivered the following projects over the past two years:

- Access Control Upgrade - Software and hardware upgrades, training, change management, integration and reporting
- CCTV Replacement - Plan developed to replace legacy cameras and head end with new technology. Catalog of cameras developed for easy procurement and consistency across campus.
- Ticket Counter Back Wall displays – delivered planning documentation for vertically mounted displays with airline customized content package to run during airline check-in process.
- Fiber Pathway and Duct bank - Worked with the field engineer to develop and deliver design requirements for the fiber pathway and duct bank for a redundant fiber backbone infrastructure around the airport campus. The design package included routing, conduit specifications, manhole and pedestal locations, cost estimates and a tie in to the MPOE.
- MCO Cares Web Site – Managed a team of web developers to plan, design, develop, test and implement the new MCO Cares employee web site. The new web site has added features, new look and feel and added functionality.
- ACS Westside Perimeter Security – working with security SMEs to develop an assessment, recommendations and basis of design to enhance GOAA access control and CCTV systems to improve security along the perimeter of the airport (in progress).

**Orlando International Airport** June 2013 – Present
*Orlando, FL*
**Mobile Application Planning, Design, Implementation**

***On-Site Program/Project Manager*** – Responsible for the planning, design and implementation oversight of the airport's passenger facing mobile application.

- Phase 1A was a "white label" application that was developed with all of the terminal and airsides point of interest, concession information and descriptions, flight information look up, directions and maps, parking and ground transportation options, airline locations and information and security wait time data.
- Phase 1B planned, designed and installed over 1,100 beacons in the terminal and airside for indoor navigation, wayfinding and location based services and notifications. Reviewed both RTLS and beacons as preferred options for indoor navigation and based on the pilots and trials the beacons provided the experience that the airport was looking for in a world class airport application. Application was released to the Google and iTunes stores in December 2014.
- Phase 2 was a migration to a custom developed mobile application which allowed for more flexibility with existing airport system data and integrations. This application has focused on

a personalized and unique user experience. The new mobile application provides messages to the user on flight changes, promotions, parking location with specific directions and navigation, enhanced flight information and features as well as an improved user interface. This new application also extended a consistent airport branding and graphics from the terminal displays to the MCO mobile application.

**Orlando International Airport** June 2013 – March 2014
*Orlando, FL*
**Small Business Needs Assessment Application Analysis**
***On-Site Program/Project Manager*** – Responsible for leading the consulting team in developing the system, functional and reporting requirements for the Authority's small, disadvantaged and local business partner participation on capital projects. As part of this project future state business processes were developed around the capital projects lifecycle for tracking, managing, and reporting on projects, funding and contracts. Both, commercial off the shelf applications and custom built approaches were reviewed as part of the study.

**Austin-Bergstrom International Airport** *September 2017 – Present*
*Austin, TX*
**IT On-Call General Consulting**
***Project Task Leader*** – Responsible for a team of consultants and project managers for developing planning and requirement documents, designs and specifications, engineer's cost estimate, coordinating vendor demonstrations, procurement support, technical expertise, and construction administration and oversight for various IT project for the airport. Developed a detailed and comprehensive five-year IT project roadmap with budget estimates, timing, dependencies, project owner, priority and risks for planning and execution. Additional projects included planning, design and implementation oversight of a new ground transportation management and TNC solution, planning and design of a new IT service management solution and associated business processes, oversight of the infrastructure cabling inventory, terminal wireless assessment study and a security system evaluation and basis of design.

**Mathjis Kraai**

**Project Manager**



CAREER HIGHLIGHTS

| |
|---|
| Years of IT experience: 12+ |
| No. of years worked at Move agency (Contractor): 5+ |
| |
| Summary of strength & achievement:<br><br>Experienced Project Manager with a demonstrated history of working in both the full service mobile industry, as well as a large corporate as Head of IT. Skilled in Digital Strategy, User Experience (UX), Agile Methodologies, Mobile Applications, Accessibility, Security and High-Performance Environments. Strong program and project management professional with a Bachelor's degree in ICT. |

PROFESSIONAL/ TECHNICAL SKILLS PROFILE

| | |
|---|---|
| Operating Systems | Android, iOS, Apple MacOS, Microsoft Windows, |
| Development Tools Methodology | Agile / Scrum |
| Others | Strategy, User Experience, User Interface |

WORKING EXPERIENCE (BY PROJECTS)

| Company/Client | Period | Job Title |
|---|---|---|
| Move / MCO Orlando International Airport | 2018 - 2022 | Project Manager |
| Job Responsibilities/ Project Achievements | | |
| ○ Project Management mobile app: MCO Orlando Airport o Delivery of new and groundbreaking features<br>○ Service manager for ongoing maintenance<br>○ Management of third parties / vendors<br>○ Workshops<br>○ Facilitating multidisciplinary team consisting of Design, iOS, Android and Quality Assurance<br><br>The MCO Orlando Airport App has been groundbreaking since its initial release, pioneering mobile wayfinding experiences and keeping a strong connection with the Airport facility. For example, clever use of beacons ensures passengers never lose track of where they parked their car. This is an ongoing project | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Move / CLT Airport | 2019 - Present | Project Manager |
| Job Responsibilities/ Project Achievements | | |
| ○ Project Management for start-to-finish delivery of CLT website redesign and rebuild<br>○ Project Management for start-to-finish delivery of CLT iOS and Android app design and implementation<br>○ CLT staff training<br>○ Service manager for ongoing maintenance<br>○ Management of third parties / vendors<br>○ Workshops<br>○ Facilitating multidisciplinary teams consisting of Backend, Design, iOS, Android, Website development and Quality Assurance | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Move / Quintet Private Bank | 2020 - Present | Project manager |
| Job Responsibilities/ Project Achievements | | |

- Project Management for start-to-finish delivery of Quintet Private Banking Website and platform
- Project Management for start-to-finish delivery of Quintet Private Banking iOS and Android app design and implementation
- Staff training
- Service manager for ongoing maintenance
- Management of third parties / vendors
- Workshops
- Facilitating multidisciplinary team consisting of Design, iOS, Android and Quality Assurance
- Manage scope

Quintet Private bank is a leading private bank in Europe which is currently undergoing a shift towards more digitalized but still highly personal services. Move assists InsingerGilissen with strategy, design, implementation and maintenance of the new mobile apps. Due the nature of the client, privacy and security are of the highest importance.

| Company/Client | Period | Job Title |
|---|---|---|
| Move / Holland Casino | 2018 - 2020 | Project Manager |

Job Responsibilities/ Project Achievements

- Project Management for ongoing development of Holland Casino Favorites iOS and Android via Agile SCRUM way of working
- Service manager for ongoing maintenance
- Facilitating multidisciplinary team consisting of Design, iOS, Android and Quality Assurance
- Manage scope

Holland Casino is the only official casino of the Netherlands and 'Favorites' is its loyalty program. Move assists Holland Casino with strategy, design, implementation and maintenance of the Favorites iOS and Android app.

| Company/Client | Period | Job Title |
|---|---|---|
| Voetbal International | 2015 - 2018 | Head of IT |

Job Responsibilities/ Project Achievements

- Head of IT responsible for digital infrastructure of The Netherland's largest and leading football magazine, including high-traffic website and mobile app
- Responsible for start-to-finish delivery of complete redesign and rebuild of website and mobile app in 2016-2017
- Management of multidisciplinary IT Department
- Introduction of Agile SCRUM way of working across multiple departments

Voetbal International is the largest and leading football magazine in the Netherlands. In addition to that, they operate one of the largest digital platforms for football news, insights and entertainment. It is part of a publisher group called WPG Uitgevers.

| Company/Client | Period | Job Title |
|---|---|---|
| Voetbal International | 2010 - 2015 | Sr. Webmaster |

Job Responsibilities/ Project Achievements

- Responsible for a broad spectrum of tasks, including but not limited to: o UX Design of website, mobile app and CMS
- Quality Assurance of website, mobile app and CMS
- Project Management of small- to medium sized projects
- Creation, growth and Community Management of Social Media accounts (Twitter, Facebook)

ACADEMIC HISTORY/PROFESSIONAL CERTIFICATION

| Degree/Professional Designation | Institute | Date Obtained |
|---|---|---|
| Bachelor's Degree, ICT | Avans Hogeschool Breda | 2010 |

| Degree/Professional Designation | Institute | Date Obtained |
|---|---|---|
| People Management | De Baak | 2016 |

| Degree/Professional Designation | Institute | Date Obtained |
|---|---|---|
| Scrum manager certificate | Scrum.org | 2020 |

**Chris van Mook**

**Frontend developer**



CAREER HIGHLIGHTS

| |
|---|
| Years of IT experience: 7+ |
| No. of years worked at Move Agency (Contractor): 1 |
| Summary of strength & achievement:<br>Developer with 7+ years of experience in coding, testing and establishing system improvements in different environments. |

PROFESSIONAL/ TECHNICAL SKILLS PROFILE

| | |
|---|---|
| Operating Systems | Android, iOS, Apple MacOS, Microsoft Windows, |
| Development Tools<br>Methodology | Frameworks: ES2016+,TypeScript,NodeJS, ReactJS, VueJS, GraphQL, React Native, NestJS, NextJS, AngularJS 1.x, NodeJS, jQuery, PHP, Python + Django, MySQL, Apache, NGINX, HTML & CSS: semantics, CSSpost/pre-processors, responsive, styled-components |

WORKING EXPERIENCE (BY PROJECTS)

| Company/Client | Period | Job Title |
|---|---|---|
| Move / Houston Airport System | 2022 Aug - Present | Web developer |
| Job Responsibilities/ Project Achievements | | |
| ○ Lead web developer for the new Fly2Houston.com website<br>○ Delivering the frontend code<br>○ Maintaining codebase | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Aurum Europe | 2022 Feb - 2022 Aug | Developer |
| Job Responsibilities/ Project Achievements | | |
| ○ JavaScript / frontend development<br>○ Development and maintenance of two products:<br>■ A React-native app: Energyflip (B2C)<br>■ A web-based dashboard: EnergyGrip<br>○ Improvements to existing codebase<br><br>Aurum is a company that is specialized in the development of smart technology to manage and reduce energy consumption. | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Municipality of Amsterdam | 2018 - 2021 | Frontend developer |
| Job Responsibilities/ Project Achievements | | |
| ○ Development of a data portal application (data.amsterdam.nl)<br>○ Development and maintenance of this portal<br>○ UX research<br>○ Development of UI-components that are now shared between all IT departments of the Municipality | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Ahold Delhaize | 2018 Apr - 2018 Aug | Frontend developer |
| Job Responsibilities/ Project Achievements | | |
| ○ Maintenance of the Gall & Gall webshop<br>○ Implemented AB testing<br>○ Web performance improvements | | |

| Company/Client | Period | Job Title |
|---|---|---|
| Talpa Radio | 2017 - 2018 | Frontend developer |

Job Responsibilities/ Project Achievements

- React-native development of Radio538-app
- Maintenance and support
- Development of new functionalities

| Company/Client | Period | Job Title |
|---|---|---|
| Kijk.nl & TV channel websites | 2016 - 2017 | Frontend developer |

Job Responsibilities/ Project Achievements

- Maintenance of Kijk.nl website
- Development of new functionalities
- Framework research

| Company/Client | Period | Job Title |
|---|---|---|
| Jungle Minds | 2010 - 2015 | Frontend & backend developer |

Job Responsibilities/ Project Achievements

- Backend development and maintenance of already existing websites
- Frontend development
- Creating unit tests

ACADEMIC HISTORY/PROFESSIONAL CERTIFICATION

| Degree/Professional Designation | Institute | Date Obtained |
|---|---|---|
| Bachelor's Degree, Communication and Multimedia Design | Hogeschool van Amsterdam | 2013 |

| Languages |
|---|
| Written: English, Dutch<br>Spoken: English, Dutch |

# AMY TATUM, P.E.

## SOLUTION DIRECTOR

## IBM CHAMPION – 2022 & 2023



STARBOARD CONSULTING

### SUMMARY

Amy has led the implementation of over 100 Maximo projects, spanning from versions 3.02 to MAS 8. Her work has included initial installs for new clients, support and enhancement work, and significant upgrades across multiple releases. She has provided vision and direction to clients and internal staff on application and integration design to solve complex business requirements and deploy best in class asset management solutions. Amy leads Starboard's industry teams for the Electric Utility and Aviation businesses.

### MAXIMO PROJECT EXPERIENCE

**New York Power Authority – White Plains, NY.** Initially engaged as Solutions Director for the upgrade from Maximo 5.2 to Maximo 7.5 for 800 users with responsibility for overall project oversight. The upgrade project resulted in new streamlined business processes to support NYPA's strategic asset management plan, improved data quality and modified asset hierarchies, elimination of many customizations and upgraded interfaces to SAP Financials and other corporate systems. Amy remains Client Engagement Manager with NYPA and has worked with them since the initial project to upgrade Maximo to 7.5. Additionally, she has provided support for implementation of Maximo for Environmental Waste Tracking, Critical Infrastructure Protection asset tracking to meet federal regulations, the ISO5500 audit, and facilities maintenance, as well as ongoing support and maintenance to the IT and Operations businesses.

**Greater Orlando Aviation Authority – Orlando, FL.** Amy has worked with GOAA to provide ongoing technical and functional support, working as the Functional Lead and Solutions Director for numerous initiatives. Her initial work included defining the requirements for a new CMMS to replace the existing AMMS system, working with GOAA on RFP development and vendor/software selection, and then overseeing the selected implementer as an owner's representative. Since the initial work, Amy has worked with GOAA on multiple projects, including deploying Maximo Spatial; implementing Maximo for Transportation; integrating to Oracle, ASOCS, and MALMS; and expanding Maximo to include contracted maintenance for GSE/BHS systems. Amy is currently working with GOAA Maintenance to deploy standardized processes across maintenance shops, implement DataSplice mobile, establish planning/scheduling roles, improve asset tracking, and onboard numerous assets and locations for the South Terminal expansion project.

**Port Authority of New York and New Jersey – New York, NY.** Serving as Solutions Director leading the implementation of Maximo 7.6 for the line departments of Tunnels, Bridges, and Terminals; Aviation; and Communications,

### PROFESSIONAL DATA

**EXPERIENCE**

24 years

**EDUCATION**

- Master's in Business Administration, 1999 Crummer Graduate School of Business, Rollins College
- Bachelor of Electrical Engineering, 1990 Georgia Institute of Technology

**TRAINING & CERTIFICATIONS**

- IBM Certified Deployment Professional - Maximo Manage v8.0
- IBM Certified Administrator - Maximo Manage V8.x
- Maximo Application Suite Foundation
- IBM Certified Solution Architect – Watson IoT Maximo V1
- IBM Certified Advanced Deployment Professional - Maximo Asset V7.6
- IBM Certified Deployment Professional - Maximo Asset Management V5, V6, V7.1, V7.5
- IBM Certified Support Associate – Tivoli Support Provider Tools and Processes
- IBM Intelligent Operations Center Technical Professional V1

**PROFESSIONAL REGISTRATION**

Registered Professional Engineer, Florida

**MAXIMO EXPERTISE**

- Maximo Asset Management

Security, and Electronic Group, working with users from all lines of business to build a single enterprise-wide platform to support the Agency-wide strategic asset management vision. Work includes business process design, requirements definition, overseeing technical configurations, and executing user testing and training plans.

**Lee County Port Authority – Fort Myers, FL.** Solutions Director for Maximo upgrade to 7.6.1.2. Work includes on premise migration to a FedRamp hosted environment as well as evaluation and recommendation of a mobile solution.

**CoServ Electric and Gas – Corinth, TX.** CoServ has implemented Maximo in phases over several years, beginning with an assessment and roadmap for the long-term vision for asset management at the Utility. Amy then led the implementation of Maximo 7.6 for the Electric Construction business with integrations to Esri GIS, Schneider Designer, and a third-party parts supply house. Following the roadmap, CoServ has since rolled out Maximo to electric maintenance and is currently working on the expansion to the Gas business unit, mobility solutions and a new financials interface. Amy has provided executive leadership and vision, requirements definition, technical oversight, QA and testing, and end-user training to CoServ throughout.

**City of Lakeland – Lakeland, FL.** Amy has worked with the City of Lakeland over many years, supporting their implementation of Maximo 4.x, working with the Electric business on the upgrade to Maximo 6.2, and providing overall solution design and vision for the upgrade of Maximo 6.2 to Maximo 7.6 for a city-wide implementation across multiple departments. Lakeland utilizes Maximo as their asset management solution for all business units, including water, wastewater, electric distribution, power generation, and IT and is integrated with Oracle EBS Financials, Customer Information, and other enterprise applications. Tasks included business process workshops, data quality improvement planning, testing, and training. Starboard is currently working with the City, in partnership with Schneider Electric, to upgrade their Maximo 7.6.1.2 integration to work with the recently released integration API for Designer XI.

**Santee Cooper – Moncks Corner, SC.** Served as Solutions Director for the initial implementation of Maximo 4.1.1 at Santee Cooper, and then again for the upgrade to Maximo 7.5. Santee Cooper utilizes Maximo utility-wide across multiple generation sites, transmission, water, fleet, and IT. They utilize the Integrated Control Desk and Maximo for Transportation add-on solutions from IBM and have several complex interfaces to Oracle Financials, fleet management, and other enterprise systems. Amy worked with Santee Cooper to provide business process review and data validation, and facilitated configuration workshops, integration design, data migration planning, and QA and testing.

- Maximo for Transportation
- Calibration
- Maximo for Utilities
- Health, Safety and Environment Manager
- Maximo Everyplace
- Maximo Anywhere
- Linear Asset Manager
- Maximo Spatial
- Scheduler
- Calibration
- DataSplice Mobile
- IBM Control Desk
- Maximo Work Centers

**AWARDS**

- IBM Champion – 2022 and 2023
- IBM Subject Matter Expert (SME) of the Month – August 2010, Tivoli Certification Team

**INTEGRATION EXPERIENCE**

- CBM/SCADA – Doble, Wonderware, Inspections, Test/Scoring Systems, MALMS
- CIS – SAP, Banner, Cayenta, PeopleSoft, Hansen
- Design – Schneider Designer, AutoCAD, BIM
- DMS – Documentum, SharePoint
- FMS – Oracle Financials, SAP, PeopleSoft, Dynamics, Lawson, PropWorks
- Fuel – EJWard, MegaTrak, GasBoy, PetroVend
- GIS – ESRI, Google, Bing
- HR – Kronos, Workforce, PeopleSoft, Oracle, SAP
- Operations/OMS – Schneider, Integraph, Custom, ASOCS
- Planning – Primavera, Microsoft Project

# OLU ODULATE, PMP

## PROJECT MANAGER



STARBOARD CONSULTING

### SUMMARY

Olu is a PMP-certified IT professional with more than 18 years of Maximo EAM project management implementation experience in a variety of industries. He is highly skilled in managing and developing effective solutions to business problems by leveraging appropriate technologies. Olu has extensive experience leading teams, managing projects, and directing change management initiatives to ensure that requirements, designs, coding, testing, and implementation plans meet the needs of both the business and IT.

### MAXIMO EXPERIENCE

**Port Authority of New York and New Jersey (PANYNJ) – New York, NY.** Olu currently serves as Project Manager for PANYNJ, where he manages budget, schedule, and resources; tracks milestones; and provides regular status updates to stakeholders for Maximo implementation and support services for the Agency's Line Departments as part of an Agency-wide Enterprise Maximo Platform (EMP). As part of this effort, Starboard is working with the Line Department Core Teams, Enterprise Asset Management Division, Technology Department, and other on-call vendors for the provision of technology implementation, development, and integration services across the Agency.

Starboard is also working with a partner implementer to provide production support and infrastructure management as part of rolling out Maximo to additional Line Departments and services organizations within the PANYNJ system.

**Greater Orlando Aviation Authority (GOAA) – Orlando, FL.** As Project Manager, Olu is responsible for planning, executing, monitoring, and controlling the project scope, project schedule, project team and resources, and project budget. He is also responsible for developing status reports and facilitating monthly leadership updates.

**North Texas Municipal Water District (NTMWD) – Wylie, TX.** Olu currently serves as Project Manager for NTMWD, where he manages budget, schedule, and resources; tracks milestones; and provides regular status updates to stakeholders as part of NTMWD's Maximo maintenance and support services.

**Dallas Area Rapid Transit – Dallas, TX.** Served as Project Manager for Maximo 7.6.5 implementation, including change management and post Go Live support for Dallas Area Rapid Transportation. Work included oversight of Maximo functional, technical, and change management groups for Rail, Bus, Track, Signal, and Passenger amenities business lines; and implementation of Work Order, Asset Management, Inventory Management, PM, and Job Plans. Olu

### PROFESSIONAL DATA

**EXPERIENCE**
22 years

**EDUCATION**
BS in Finance and Accounting, 1993, Purdue University

**TRAINING & CERTIFICATIONS**
- Certified IBM Maximo Deployment Professional V7.6
- IBM Maximo Core Consultant
- Microsoft Solutions Framework
- Microsoft Windows NT
- Networking Essentials
- Microsoft SQL Server
- Project Manager Workshop
- ITIL Workshop

**PROFESSIONAL AFFILIATIONS & REGISTRATIONS**
- Project Management Professional (PMP)

| | |
|---|---|
| oversaw subordinate project managers for each group and integrations; performed financial tracking and critical path schedule analysis; maintained and published issues resolution log, MUG minutes, monthly progress reports, project change orders, and invoices; managed all project registers; and provided testing support to clients.<br><br>DART won the Best Maximo Implementation award at MaximoWorld 2023. | |
| **Los Angeles World Airports (LAWA) – Los Angeles, CA.** Served as Project Manager for upgrade to Maximo 7.6.1 and mobile solution, including change management for City of Los Angeles Airport's Facility Management division. Work included implementation of the Electronic Gate, Common Utility Bag Drop units, and upgrade of servers for monitoring sensors throughout the facilities. Olu provided technical solutions for business requirements, guidance to identify and prioritize end-user requests and systems integration, guidance to refine LAWA Maximo FMUG users' role in use of Maximo, and direction in scoping end-user requests, identifying/mitigating risk factors, and estimating schedule and cost targets/commitments. He also coordinated construction permits with agencies; facilitated commissioning of deployed units; managed Maximo consultants and LAWA Maximo team on behalf of LAWA IMTG PMO; provided project status briefings to leadership; performed financial tracking and critical path schedule analysis; and maintained and published issues resolution log, MUG minutes, and monthly progress reports. | |
| **SRP Utilities – Tempe, AZ.** Served as Senior IT Project Manager for upgrading two instances of Maximo (6.25 and 7.5) to 7.6. Original systems included Maximo 7.5, WAM on Maximo 6.25, Primavera, Maxavera, Syclo, Cascade, and Akwire. The upgraded solution included Maximo integrations with SAP, client's customer services system, and business process modeling. Work included infrastructure upgrade for hardware and software, IBM WebSphere, application designer, and workflow designer for Maximo. Managed organizational change management activities and project staff, business process modeling and business impact analysis, and all systems interfaces. Provided systems solution and design; reviewed integration APIs and dataflow; facilitated user requirement gathering and documentation; formulated contingency plans to address schedule revisions, resource adjustments, fund allocations, and work requirements; completed a benefit realization plan; and reported project status to leadership. | |
| **Torah Energy – Lagos, Nigeria.** Served as Program Manager for Maximo 7.5 implementation with 1500 users. Olu managed implementation and testing activities; worked with stakeholders and business analysts to define and clarify project scope; helped develop project documentation, including requirements specification, test plan, and test scenarios; ensured appropriate allocation of resources and completeness and quality of project deliverables; directed production deployments; helped refine project delivery framework; maintained project documentation; and ensured compliance with enterprise delivery standards and IT processes. | |

ODULATE 2

Studdiford
Technical Solutions, LLC

# Larry Studdiford, PMP

## BHS Subject Matter Expert (SME)



**Years with Firm: 8**

**Home Office: Alexandria, VA**

**Education:**
M.S., Engineering Management; Ohio University

B.S., Mechanical Engineering; University of New Haven

**Certifications:**
Project Management Professional (PMP); Project Management Institute (PMI), certification #533726, since June 2008; expires June 2024

***"Engaging Studdiford Technical Solutions as part of the project team was critical to the successful baggage system upgrade at Phoenix-Mesa Gateway Airport. Their technical and regulatory knowledge and expertise of baggage handling system) was evident from our very first encounter. Larry (Studdiford) and Bill (Mazzabufi) were excellent to work with and look forward to the next opportunity with Studdiford Technical Solutions as part of our team at Gateway."*** – Bob Draper, Engineering & Facilities Director, Phoenix-Mesa Gateway Airport Authority, 2020

## SUMMARY OF QUALIFICATIONS

Larry's 28 years in the aviation field have largely been focused on checked baggage system design, construction management, and related services, including technology integration, configuration management, specification development, and commissioning for airports worldwide. He has worked alongside the Transportation Security Administration (TSA) since its inception over 20 years ago, helping to develop and implement its policies, procedures, and to orchestrate screening technology deployment. He was a founding participant of the TSA's Baggage Screening Investment Study (BSIS) and contributed to multiple versions of the TSA's Planning Guidelines and Design Standards (PGDS), specifically as a charter member of the PGDS Industry Working Group (IWG) and manager of the contract task order responsible for the maintenance and update of the document. He also worked with TSA to develop the first-ever Checkpoint Design Guide (CDG). As a member of the Washington Homeland Security Roundtable (WHSR) Deployment, Systems Engineering & Acquisition focus groups, he collaborated with TSA in development of their five-year technology investment plan and was a member of the Aviation Security Advisory Committee's (ASAC) Security Checkpoint Working Group.

In 2016 Larry founded Studdiford Technical Solutions, LLC, a small business consulting firm specializing in baggage handling and transportation security.

## RECENT PROJECTS

**Principal Investigator, ACRP 03-53, Development of Baggage Handling System Decision Making Framework Based on Total Cost of Ownership:** Larry is overseeing the development of a guidebook and toolkit for analyzing and estimating total cost of ownership (TCO) for baggage handling systems for decision-making by airports of all sizes for determination of system type, Operations & Management (O&M) contract ramifications, and procurement methodologies when selecting a new BHS. **Commenced:** 2020; **Completed:** 2022 (est.)

**Task Order Manager, Transportation Security Administration (TSA), Acquisitions Program Management (APM) Professional Engineering and Logistics Support Services (PELSS2 and PELSS3), Nationwide:** As a subcontractor to Global Systems Technologies, Larry provides Blanket Purchase Agreement (BPA) Order Management overseeing a multi-disciplinary staff in conducting CBIS design reviews, cost estimates, return on investment analyses, modeling/ simulations, risk based security (RBS) implementation analyses, value engineering, and PGDS authorship. STS has worked side-by-side with TSA's Acceptance Testing and System Acceptance (ATSA) Team in collaboration on more than 300 design review efforts to-date. **Commenced:** 2016; **Completed:** 2026 (est.)

**Principal-in-Charge, BHS Improvements Program, Dallas/Fort Worth International Airport (DFW), Fort Worth Texas:** Larry is overseeing a $180M Program on behalf of American Airlines and DFW to upgrade and rehabilitate the BHS throughout Terminals A, B, C, D and E. The contract entails the development of bid and procurement documentation, management of design & construction subcontractors, DBE content, and reporting to executive leadership. **Commenced:** 2020; **Completed:** 2026 (est.)

***"Team – Tammy (Huddleston, DFW VP), Larry and I provided an update to IABSC this morning on the state of DFW as a whole, and BHS specifically. They knocked it out of the park! Well done Tammy and Larry!!"*** – Khaled Naja, EVP, Infrastructure & Development, DFW, 2021

Studdiford
Technical Solutions, LLC

**Organizations, Memberships:**

***Airport Consultants Council (ACC)*** **Board of Directors Executive Committee Immediate Past Chairman (2021 – 2022); Chairman (2020-2021), Vice Chairman (2019 – 2020), Secretary / Treasurer (2018-2019), Board of Directors (2015 – 2018), Security Committee Chairman (2012 –2014)**

***Aviation Security Advisory Committee (ASAC);*** **Checkpoint Report Working Group Member**

***National Safe Skies Alliance; Program for Applied Research in Airport Security (PARAS);*** **Oversight Committee Member (2016-2019)**

***Airports Council International (ACI);*** **Public Safety & Security Committee Member**

***American Association of Airport Executives (AAAE);*** **Transportation Security Services Committee Member**

***International Association of Baggage System Companies (IABSC);*** **Board of Directors (2017 – 2019)**

***Aero Club of Washington;*** **Corporate Member**

***American Society of Mechanical Engineers (ASME);*** **Professional Member**

***"I want to take the opportunity to thank you again for a fantastically successful project at Phoenix Mesa Gateway Airport! You and your team not only went above and beyond expectations for the baggage expansion project, but the client was utterly delighted at the outcome. I look forward to working with you and your team again."*** **- Jim Lauer, Vice President, DPR Construction, 2019**

**Principal-in-Charge, Explosives Detection System (EDS) Recapitalization Program, Dallas/Fort Worth International Airport (DFW), Fort Worth Texas:** Larry is overseeing the program management for DFW Airport and their consultants for the TSA Recapitalization Program at Terminals A, B, C and D. The project is responsible for overseeing all BHS, architectural and engineer design for the replacement of EDS equipment in multiple screening matrices. The project team will coordinate all TSA submittals from the pre-design stage to one-hundred percent construction documents. Following the design, the project team will manage the procurement and contract management of the general and BHS contractors through detailed design, construction, commissioning, testing, and final acceptance by American Airlines, DFW and the TSA. **Commenced:** 2019; **Completed:** 2026 (est.)

**Design Oversight and TSA Liaison, South Terminal C BHS Project, Orlando International Airport (MCO), Orlando, Florida:** As a member of the Vanderlande Industries Design-Build (DB) team, Larry is providing BHS subject matter expertise, design oversight and commissioning services for the new South Terminal, a greenfield site comprising inbound, outbound, FIS, and transfer BHS with early bag storage (EBS) capability. The system will be only the second Individual Carrier System (ICS) in the United States, bringing state-of-the-art technology to the forefront of new terminal development. The scope of services includes oversight of all BHS CBIS design for TSA compliance, TSA submittals preparation, and commissioning-related activities including pre-Integrated Site Acceptance Testing (ISAT) and Test Readiness Review (TRR) support. **Commenced:** 2018; **Completed:** 2021 (est.)

**BHS Design Manager, Terminal A/B Expansion & BHS Program, Baltimore/ Washington International Thurgood Marshall Airport (BWI), BWI Airport, Maryland:** As a member of the Jacobs Engineering design team, Larry is providing BHS design oversight, TSA coordination and commissioning services for the Terminal A/B expansion program at BWI. The project entails design and installation of a replacement CBIS in a greenfield basement level space, sortation to two existing and one new outbound make-up units, and improved sortation for Southwest Airlines' operations. The scope of services includes oversight of all BHS CBIS design for TSA compliance, TSA submittals preparation, coordination of tie-in to the existing upper-level controls system, and coordination with the Construction Manager At-Risk (CMAR), who will be providing Design Assist support. **Commenced:** 2018; **Completed:** 2025 (est. contract completion)

**BHS Design and Construction Consultant, Program Management Services, Chicago's O'Hare International (ORD) and Midway (MDW) Airports, Chicago, Illinois:** As a member of the Connect Chicago Alliance Join Venture Program Management Team, Larry is responsible for the oversight and consultation for all BHS planning efforts being conducted by the Chicago Department of Aviation (CDA), and tenant airlines at both ORD and MDW. Specific projects include the redevelopment of ORD Terminal 5 and ultimate relocation of Delta Airlines; the O'Hare Modernization Program, and MDW CBIS enhancements. **Commenced:** 2018; **Completed:** 2022 (est. contract completion)

**BHS Design and Construction Manager, Make-up and Claim Expansion Project, Phoenix Mesa Gateway Airport (AZA), Mesa, Arizona:** As a member of the Construction Manager at Risk (CMAR) team, Larry provided inbound and outbound BHS design oversight and commissioning services for expansion of both the existing baggage claim devices and outbound CBIS. The scope of services includes management of the selected BHS Contractor, TSA submittals preparation, and commissioning-related activities including pre-Integrated Site Acceptance Testing (ISAT) and Test Readiness Review (TRR) support. **Commenced:** 2018; **Completed:** 2019 (est.)



**YEARS OF EXPERIENCE**
24
**EDUCATION**
Bachelor of Science, Geography & Cartographic Information Systems, Texas A&M University
**REGISTRATION/CERTIFICATIONS**
Certified GIS Professional: National, #91821
FAA IDLE Certified, Level 3 for Advisory Circular 150/5300-16A, -17C, and -18B

# Ed Copeland, GISP

**Program Director, Geospatial**

In the day-to-day, Ed is responsible for overall project management. His role brings subconsultants and stakeholders together to promote the discovery of critical goals and provide consensus on project success criteria. With his extensive background and knowledge in technology, Ed has a strong technical background beyond project management and understands the whole project process—design through implementation—from first-hand project experience. He has a deep understanding of the technology his team is implementing, which allows him to be a better project director.

Ed prioritizes his client's vision and goals by listening and asking the right questions. He works to understand his client's business processes to develop strategic roadmaps and mitigate challenges before a project even begins. He puts in place resources, communication, and project plans that encompass a clear project route.

## Project Experience

**On-Call Information Technology Services, GOAA—Orlando, Florida.** Geospatial Subject Matter Expert that led the design and oversaw the creation of the solution for GIS Space Management Upgrade. Ed also provided guidance for updating the Address Management System Assessment (ADMA) and ArcGIS Enterprise Upgrade Estimate. Under an on-call contract with the GOAA for IT services, Woolpert has provided: GIS Space Management Tools Upgrade, Address Data Management Solution Replacement, and Support Tasks. Woolpert led the design and oversaw the creation of a solution for GIS Space Management Tools upgrade. The Space Management solution was developed for GIS-Propworks integration to support the Commercial Properties Department's lease management workflow. Additionally, Woolpert provided user training and system documentation, and an analysis and proposal with suggested architecture and cost estimate for an Address Data Management Application (ADMA) replacement and ArcGIS Enterprise system upgrade. Woolpert has also implemented Esri's Address Data Management Solution for ArcGIS Pro and customized it for GOAA's unique needs using custom tasks, attribute rules, and relationship tables.

**Fort Lauderdale-Hollywood International Airport (FLL) On-Call Technology Planning, Broward County Aviation Department—Fort Lauderdale, Florida.** Project Manager. The Broward County Aviation Authority (BCAD) engaged Woolpert to provide services and assistance through a Technical Solutions for Advanced Planning Services Contract for the Fort Lauderdale Hollywood International (FLL) and North Perry (HWO) Airports. Woolpert's responsibilities included tasks in four categories: 1) Geographical Information Systems, 2) Dynamic Planning and Development Management, 3) Airport Modeling Solutions, and 4) General Airport Planning Solutions. In addition, Woolpert is providing aviation-related technical training, on-call or on-site support, and assisting BCAD with other more general planning technologies issues that may impact FLL or HWO but are not necessarily aviation-specific. As part of this contract, Woolpert is currently working on the following seven tasks: Strategy and Vision Plan, Update BIM Standards, Develop Unmanned Aircraft Systems (UAS) and Advanced Air Mobility (AAM) Program, provide On-Call Support Services, Digital Twin Pilot program, Automated Data QA Tool, and Vertiport integration analysis..

**TPA Airport GIS/CAD and Cityworks Support, Hillsborough County Aviation Authority—Tampa, Florida.** Program Director who is conducting conference meetings with Airport staff and the Woolpert team to organize GIS, CAD, and Cityworks support. Ed is currently developing GIS and CAD standards in collaboration with the client and team. As part of a competitive

bid process, the Hillsborough County Aviation Authority awarded Woolpert the Tampa International Airport (TPA) Cityworks and CAD/GIS Support project. Woolpert is developing a project plan and schedule to update interior and exterior CAD standards, creating GIS standards, and providing on-call consulting services. As part of updating and creating standards, Woolpert is reviewing existing data, developing standard documentation, generating a template GIS geodatabase as well as layer files.

**RSW Airport GIS Implementation and Roadmap, Lee County Port Authority—Fort Myers, Florida.** Program Director tasked with providing strategic consulting services to the Lee County Port Authority to develop a GIS implementation plan and roadmap for implementing an Enterprise GIS at the Southwest Florida International Airport (RSW). Woolpert began with a workshop with the Airport's GIS team and key stakeholders to determine and document information (current workflows, GIS requirements, existing GIS products and architecture, constraints/obstacles, planned solutions, implementation priorities, and SOWT analysis) that will lead to a GIS roadmap. Following the on-sit workshop, Woolpert will work remotely with the Airport GIS team to finalize goals and develop a business case document that details needed resources, outlines data standards and geospatial processes, reduces duplication of effort, and increased GIS solutions and usage. Task 3 will be the agile development of the implementation plan with executable roadmap.

**XNA Airport Asset Management and GIS Services, Northwest Arkansas Regional Airport Authority—Bentonville, Arkansas.** Program Director responsible for on-site interviews for requirements gathering, business case development, roadmap edits, and client communications. Woolpert was selected to work with the Northwest Arkansas Regional Airport (XNA) to create a roadmap to guide their GIS and Asset Management (AM) program development. This roadmap will involve the creation of procedures, standards of practice, and specifications for CAD/BIM (representing design and construction), GIS and a Computerized Maintenance Management System (CMMS, representing operations and maintenance) which will collectively be a part of the XNA AM program that effectively manages the entire lifecycle of all XNA assets.



**YEARS OF EXPERIENCE**
19
**EDUCATION**
Master of Business Administration, Rollins College
Master of City and Regional Planning, The Ohio State University
Bachelor of Architecture, Arvindbhai Patel Institute of Environmental Design
**REGISTRATION/CERTIFICATIONS**
Certified GIS Professional, National #90827
FAA IDLE Level 3 #FAAIDLE20101112-00074

# Prateek Sharma, GISP

**Aviation Geospatial Project Manager**

With a bachelor's degree in architecture, Prateek has always been interested in how plans, graphics, maps, and models serve as a means to depict the world around him. While studying for his master's degree in City and Regional Planning, he found his niche in GIS, drawn by the way it allows data to be conveyed to a wide audience—including laypeople—without the need for complex tables and jargon. As Prateek says, "A picture is worth a thousand words, and GIS is a posterchild for the phrase." After completing his graduate degree, Prateek combined his passion for aviation with his skills in planning and GIS to conduct analyses and develop solutions that effectively meet the needs of aviation industry clients.

## Project Experience

**On-Call Information Technology Services, GOAA—Orlando, Florida.** Prateek was responsible for communication with the client and management of all phase tasks. He worked with the Authority to develop a cost estimate and proposal for GIS services. Under an on-call contract with the GOAA for IT services, Woolpert has provided: GIS Space Management Tools Upgrade, Address Data Management Solution Replacement, and Support Tasks. Woolpert led the design and oversaw the creation of a solution for GIS Space Management Tools upgrade. The Space Management solution was developed for GIS-Propworks integration to support the Commercial Properties Department's lease management workflow. Additionally, Woolpert provided user training and system documentation, and an analysis and proposal with suggested architecture and cost estimate for an Address Data Management Application (ADMA) replacement and ArcGIS Enterprise system upgrade. Woolpert has also implemented Esri's Address Data Management Solution for ArcGIS Pro and customized it for GOAA's unique needs using custom tasks, attribute rules, and relationship tables.

**North Arkansas Regional Airport (XNA) Asset Management and GIS Services, Northwest Arkansas Regional Airport Authority—Bentonville, Arkansas.** Prateek reviewed application data, CAD/GIS standards, and preliminary data. He also coordinated the development of the ArcGIS Web AppBuilder to hold all lease and basemap information and provide an application interface and customization for use by the airport. Woolpert completed a GIS/Asset Management Roadmap for XNA that included information on structure and staff, workflows, and processes, along with hardware, software, data, and other technology the department utilizes to conduct their daily work. Woolpert has recently completed the field condition assessment of the XNA facilities using Survey123, which allows the Airport to map the major assets and develop a CIP program using Cityworks Insights and ESRI data. XNA can continue to add assets to the system, which has expanded to include all fleet vehicles and fire preplan maps.

**Fort Lauderdale-Hollywood International Airport (FLL) On-Call Technology Planning, Broward County Aviation Department—Fort Lauderdale, Florida.** Deputy Project Manager. The Broward County Aviation Authority (BCAD) engaged Woolpert to provide services and assistance through a Technical Solutions for Advanced Planning Services Contract for the Fort Lauderdale Hollywood International (FLL) and North Perry (HWO) Airports. Woolpert's responsibilities included tasks in four categories: 1) Geographical Information Systems, 2) Dynamic Planning and Development Management, 3) Airport Modeling Solutions, and 4) General Airport Planning Solutions. In addition, Woolpert is providing aviation-related technical training, on-call or on-site support, and assisting BCAD with other more general planning technologies issues that may impact FLL or HWO but are not necessarily aviation-specific. As part of this contract, Woolpert is currently working on the following seven tasks: Strategy and Vision Plan, Update BIM Standards, Develop Unmanned Aircraft Systems (UAS) and Advanced Air Mobility (AAM) Program, provide On-Call Support Services, Digital Twin Pilot program, Automated Data QA Tool, and Vertiport integration analysis.

**GIS Services, Greater Orlando Aviation Authority—Orlando, Florida.** CAD/GIS Manager who managed a team of on-site consultants providing GIS assistance by creating, maintaining, and managing GIS data inventory for assets at Orlando International Airport (MCO) & Orlando Executive Airport (ORL). Services included coordination with various local intergovernmental agencies for GIS data, as well as conducting airport airspace analyses and serving as the Aviation Authority's liaison with the FAA. Prateek's team developed web applications, databases, and operating procedures for field data collection, data development, property tracking, tenant lease tracking, utilities data, and cable management. In addition Prateek was also responsible for developing the space designation and address assignment logic and procedures. They established a system for integrating design data from various consultants into the coordinate system used by GOAA, an endeavor that helped the Airport Authority form a cohesive record of the development of their new South Terminal Complex. Services also included development of Airport Layout Plan sets for both MCO & ORL, as well as verification and review of quality and validity of the existing and planned eALP data as well as any eALP-related data collected as part of various construction projects at the airport. Process logic and Python scripts were developed to incorporate project-specific eALP data updates into the enterprise eALP dataset.

ServiceTec
World Class Support For IT Systems at Airports

# Brian Curtis

## Key Responsibilities:

- Business Development Manager for the Americas with extensive experience in building, cultivating and maintaining client relationships.
- Works with our airport clients to understand their needs and translates this into service enhancements to increase customer satisfaction.
- Responsible for assisting the VP of Operations and Sr. Operations Support Manager with facilitating various IT Service and Support projects at his client airport sites.

## Previous Experience

**Sr. Business Development Manager** – ServiceTec International, Inc.
September 2014 to Present

- Work with select U.S. airports to deliver customized, cost effective and proven Managed IT Solutions to support their business needs.
- Develop/maintain new and existing client relationships through personal account support.
- Assist with new product/services development planning and management.
- Assist with sales planning & development as well as marketing, advertising & promotion activities.
- Assist with aviation sector analysis & development to include technology & market research as well as competitor and customer surveys.

**Business Development Director**
2011 to 2014

- Developed and implemented local sales plans for IT and Professional Development training.
- Accountable and responsible for the development and management of division budget.
- Accountable and responsible for overall marketing and public relations efforts for the division.
- Oversaw and managed sales and support staff to include the design, implementation and execution of sales plan for Healthcare and Financial Services product lines.
- Represented the organization at various trade shows to educate the community about product offerings.

**Financial Services Account Executive**
2008 – 2011

- Developed and implemented local sales plan for Insurance and Financial Services training.
- Developed and maintained CRM database utilizing appropriate technology / resources.
- Developed schedule of course offerings and ensure programs were properly administered/delivered.
- Built and maintained positive client relationships in order to cultivate additional Financial Services training business.
- Coordinated and assisted in developing marketing materials to support product offerings.
- Assisted in hiring, orienting and evaluating instructional staff to ensure all programs are delivered to identified standards and outcomes.

**VP Marketing/Business Development and Compliance**
2002 – 2008

- Implemented formal PC/Network-based system to comply with OFAC & Patriot Act regulations.
- Responsible for conducting required regulatory training for all staff
- Responsible for design & implementation of Marketing & Business Development plans.
- Managed the Select Employee Group (SEG) program to ensure regular communication, contact & visits with clients
- Managed the networking program in the community to promote business development.
- Managed the public relations function as it pertained to advertising, sponsorships, contributions & donations within the local community

**Systems Operations Manager**
1995 – 2002

- Managed/trained Computer Operations staff to ensure efficient and accurate data processing.
- Managed system access privileges to 200+ end users (Network & Host System).
- Assisted with backup/recovery testing procedures to ensure quick recovery after system failures.
- Developed & maintained operational procedures to ensure timely & accurate processing of corporate information
- Set-up/configured end-user PCs & provided support of hardware, software, network, printing & other issues
- Provided end-user training on hardware and corporate applications - following deployment of users' system
- Coordinated maintenance & repair of computer hardware & peripherals
- Monitored system & data communications/audio response/Internet-Intranet Servers/ATM & Switch Networks

## Qualifications and Skills

- Le Moyne College - B.S. in Business Administration (Finance & Marketing), 1995
- CUNA Management School – professional development
- "The Customer" – Customer Service Training Program
- ITIL v3 Foundation Course
- PC Hardware Troubleshooting I & II / A+ Certification Operating System & Hardware
- Microsoft Windows 2000 Client Admin / Microsoft SQL Server 2000 Database Administration
- MS Windows XP Professional, MS Windows 8
- MS Office, Adobe Photoshop, Creative Suite
- EDS CUBE, Integrasys Premier, Siebel, Oracle, IBM ES9000 Mainframe
- LAN/WAN, TCP/IP, Connectivity of Multi-Server Platforms
- Hardware and Software – Installation & Configuration

ServiceTec
World Class Support For IT Systems at Airports

# Pietro Como - Vice President US Operations

## Key Responsibilities:

- Managing and mentoring teams at multiple Airport Sites
- Assisting Executive Vice President of Operations at Americas and Vice President of Sales at Airport Sites.

## Previous Experience

**02/2023 to Present / Vice President, US Operations – ServiceTec International, Inc.**

- Assist in developing the business, including high level networking and representing the company from a Technical /Operational perspective.
- Assist with the preparation of the annual budget and any interim forecasts, as they relate to the departments controlled by Operations, reviewing monthly performance against budget/forecast.
- Maintain a good knowledge of the market, Company and competitor's product offerings, market positions and technology. Advise senior management of relevant developments.
- Identify/evaluate/liaise with potential business technology partners.
- For new business wins, develop a transition plan within agreed budget cost parameters and in compliance with the customer Statement of Works.
- For new sites, ensure a risk assessment is carried out and team members are provided with the necessary training, equipment and tools to operate safe working practices.
- Attend regular meetings with Company customers. Ensure escalation procedures are up to date, understood and agreed. Sustain an excellent personal professional relationship with those personnel requiring interaction under the terms of our Contracts.
- Ensure site operational management meets agreed organizational plans within agreed budgets and timescales. Incorporate ITIL best practice where appropriate.
- Establish and maintain appropriate systems for measuring necessary aspects of operational management and development. Ensure best management practice is followed on all sites.
- Monitor performance (in relevant areas) according to agreed standards and take necessary action to communicate/advise/assist. Introduce new KPIs as appropriate.
- Ensure all sites have Standard Operating Procedures, which are in compliance with the Service Delivery Plan and clearly understood by all the on-site team members.

**04/2021 – 01/2023 / Sr. Operation Support Manager – ServiceTec International, Inc.**

- Added responsibility for shared American Service Desk
- Added responsibilities related to support for the ServiceTec Group IT infrastructure

**2015 - 03/2021 / Operations Support Manager - ServiceTec International, Inc.**

- Remotely manage multiple Airport Sites
- Ensure the onsite teams fulfill the obligations of the contract and exceed the customer's expectations in service delivery.
- Backfill onsite for any staff absence/vacation, as required.

- Lead recruitment activities for any staff vacancy.
- Assist Business Development with commercial activities.
- Assist Vice President US Operations for Americas Airport Sites.
- Expert in Airport Networking and Helpdesk/Common Use support.

**2012 - 2015 / JFK Terminal 1 On Site IT Admin - ServiceTec International, Inc.**

- Check and maintenance of Terminal 1 CORE Network on a daily basis.
- Assist Terminal 1 airlines Check-in/Boarding/Back-Office and Ticketing Apps.
- Troubleshooting possible connectivity issues on Airlines Operations.
- Maintenance of Terminal 1 Check-in/Boarding and Back-Office hardware.
- Maintenance of Terminal 1 APC Custom's Self Kiosk machines.
- Maintenance of Terminal 1 CUSS self-check-in Kiosk machines.
- Building and maintaining Company Device's Database (Access2013/VisualBasic/VisualStudio)

**2009 - 2012 / Ramp Controller**

- Setting up daily operation Gate Assignment for arrivals and departures flights in Terminal 1.
- Controlling Terminal's Taxi-ways (November, Mike Alpha) over aircraft traffic.
- Helping management staff on a daily operation.
- Assigning baggage claims and laterals for each flight.
- Maintenance of Company computer.

**2008 - 2009 / IT Group Supervisor**

- Supervising IT staff during operation, getting involved with every single personal computer being repaired or/and installed in the store.
- Responsible for every single Personal Computer sold and/or returned to a customer.
- Coverage for out of hours calls.

## Qualifications and Skills

- Degree in Computer Science
- CCNA (Cisco System Network Administrator)
- SITA CUPPS – ARINC VMUSE (4+ Years of experience)
- 15+ Years of experience: CICS/ISPF/Mainframe, UNIX, Windows 9X/NT/2000/XP/2K3/VISTA/7/8/10, Novell NetWare, Mac OS X
- Access, Oracle, ADB2, Relational Databases
- Visual Basic, SQL, HTML, ASP, C++, CGI, Perl, Java
- MS Project, MS Visio, MS Office

AceApplications™
Technology Solutions for Business Success

## Courtney Powell

Software Executive

- 23 + years of experience as Software Executive, Entrepreneur, IT Consultant and Application Developer within operations, strategy, budgeting, leadership, and compliance.
- Adept at aligning technology solutions with business goals.

## RELEVANT EXPERIENCE

**AceApplications, LLC**

President - February 2001 - Present

- 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**

Director of Technology September 2005 - October 2008

- 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 September 2001-September 2005

- 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 - September 2000-September 2001

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, Joint Distributed Information Systems (JDIS)

Responsible for designing, developing and integrating the JDIS Wing Simulator, a three-tier flight maintenance support Java Application, to support the Joint Strike Fighter.

Associate Computer Analyst, Network Systems Application Monitoring and Management
Software Engineer, Reconfigurable Transportable Consolidated Automated Support System
Software Engineer, Lockheed Martin Integration and Test (LMIT)
Software Engineer, Automated Fingerprint Identification System (AFIS)

JDSolveIT
Josraph DeLima,

## Objective

I seek software development engagements that are both challenging and rewarding in the sense that they contribute to the greater good of my community.

## Experience

**SharePoint Design, Development, Implementation and Upgrade – Multiple Airports and Engineering Firms**
**2018 - Present**

- Office 365
- SharePoint 2019
- SharePoint 2016, 2013, 2010, 2007
- Disaster Recovery Scripts
- Implementing security best practices

**Senior Engineer - Insight Global/Interval International/Interval Leisure Group, Miami** **2016 - 2018**

- Windows DevOps
  - Kronos Clocks Upgrade Project
  - PowerBuilder EAS to IIS Conversion Project
  - Portal Redesign project
  - IIS Web-Farm implementation and deployment automation
- SharePoint Administration
  - Office 365 Migration planning
  - Outlining On-premises SharePoint 2013 and file shares migration options
  - Provide guidance on Office 365 Security Policy with Office of Information Security
  - Resolved long-standing issues with search service that went unresolved with prior Microsoft engagement
  - Maintenance and management of 4 separate production farms (4 servers each) along with their reduced scale QA and DEV counterparts/clones
- PCI compliance/remediations

**SharePoint Design, Development, Implementation, Upgrade, and Support - Orlando International Airport**
**January 2015 - Present**

- Performed side-by-side Upgrade for SharePoint 2016 from SharePoint 2013 leveraging existing farm hardware with minimal outage on same servers of load balanced machines.
- Architected the Farm layout in 3-tiers to support employee collaboration with 800 off premise non-domain users (Kerberos authentication and Forms-Based Authentication)
- Performed installations and configurations for Web-Application Proxy, ADFS, SharePoint 2013 through 2019 (services configurations for Search, Distributed Cache, Business Connectivity Services (BCS) and optimizing their placement at the various tiers in the farm.)
- Designed Metadata Catalog: transformed legacy data lookups used in Oracle WebCenter to Metadata Catalog in SharePoint
- Added Out-of-Office attribute to User Profile and developed a customization to the OOTB Approval Workflow to leverage the attributes to reroute task assignments to a delegate during the Out-of-Office period
- Designed Content-Types for Records Management based on Content-Type Hub distribution and associated Information Management Policies that tag content for retention based on State Retention Scheduled.
- Developed the necessary workflows to achieve lookup and tagging of State Retention Schedules based on Content Type and metadata attributes.
- Database design and development to support Business Connectivity Services and CSOM applications written in C# for interactions with SharePoint
- BPM/Workflow solution evaluations and assessments to compare Appian, Skelta Wonderware, Nintex, and K2
- Developed PowerShell scripting for backups, migration, and monitoring and maintenance

ARUP



**Profession**
Operational Readiness

**Current position**
Principal

**Joined Arup**
2006

**Years of experience**
19

**Qualifications**
Registered Practitioner Managing Successful Programs

APM Chartered Project Professionals

Bachelor of Commerce, Management and Economics, Rhodes University, 2002

**Professional associations**
APM Group

# Jane Goslett

Jane has strong interpersonal and analytical skills. She is an experienced Project Manager with an excellent track record in delivering large scale, complex projects.

Jane Goslett has been working at Arup for the last 16 years where she has developed a focus and passion for operational readiness and believes the key to a successful transition is early operational planning and an emphasis on complete readiness.Jane has experience of working with airports across the globe and has an excellent track record in delivering innovative, large scale change projects in complex multi-stakeholder environments. Jane's ORAT experience expands into other sectors including Property; Healthcare and Science, which provides an opportunity for cross sector learning.A career highlight for Jane includes successfully program managing the ORAT program for Arup at Terminal 2, Heathrow.

## Project experience

### LaGuardia Airport Central Terminal Building, Queens, NY

Arup have been commissioned to support the Port Authority, who has entered into agreement with both LaGuardia Gateways Partners (through a public private partnership), in their readiness activities ahead of the opening on the new central terminal building which is part of the major redevelopment work taking place. Arup have provided a structured approach to assess readiness and support the activities for testing new processes ahead of Day 1 to assure a successful launch.

### Delta Sky Way at LGA, Queens, NY

Operational Readiness Lead. Arup has been commissioned to lead Delta Air Lines operational readiness for their redevelopment program. The first phase has been completed and Arup remain engaged to deliver their future stages of operational readiness until 2024. The first phase we developed a Concept of Operations which serves as a baseline familiarization and reference tool for all those planning and delivering terminal operations, those maintaining, monitoring, measuring terminal operations. Working with all Delta stakeholders to fully understand their training and familiarization requirements, liaising with contractors to review training materials and ensure training is delivered. Reviewing operational processes to determine the level and impact of change. Ensuring all processes are defined and trialed ahead of Day 1 operations.

### Delta Sky Way at LAX, Los Angeles, CA

Arup have been commissioned to lead Delta Air Lines operational readiness for Phase 2 of the Sky Way Modernization Program, in Q2 2022.The opening of the central, unified Headhouse and the T3 concourse is an important milestone in Delta’s ongoing, multi-phase modernization program, a project that will run to 2023. We are in the process of developing a Concept of Operations which serves

as a baseline familiarization and reference tool for all those planning and delivering terminal operations, those maintaining, monitoring, measuring terminal operations. Working with all Delta stakeholders to fully understand their training and familiarization requirements, liaising with contractors to review training materials and ensure training is delivered. Reviewing operational processes to determine the level and impact of change. Ensuring all processes are defined and trialed ahead of Day 1 operations.

### YUL Aéroports de Montréal, Landside Expansion, Montreal, QC

Aéroports de Montréal (ADM) will double its capacity by 2035, and to do so needs to expand its landside capacity. Arup were commissioned to support YUL in embedding ORAT as part of their project delivery lifecycle. We undertook an ORAT Assessment to gauge how progressed they were in their thinking and providing a Recommendations Report along with an ORAT & Commissioning Strategy. Arup then went on to implement the recommendations on the first project, the P4 Parking Garage due to open in 2021, part of this was defining the Concept of Operations; a Stakeholder Engagement & Communications Strategy along with a process review and training needs analysis.

### Heathrow Q6 Passenger Experience Program

Project Manager for several the business cases under enhanced facilities for passengers and commercial BAU fund. This involved a high level of collaboration and engagement with HAL project managers and internal stakeholders.

### New Terminal 4, Melbourne Airport, Australia

Principal Consultant responsible for developing the overarching Operational Readiness, Activation and Transition (ORAT) Strategy for the opening of a new terminal at Melbourne Airport, Australia. This required extensive stakeholder engagement across operational and development teams to fully understand the program of works and the intended use of the new facility.

### Heathrow (LHR) Terminal 2, Operational Readiness

Program Manager for £5m program covering two operational readiness work streams for the new Terminal 2 'The Queens Terminal' at Heathrow Airport. These work streams - People Readiness and Operational Proving - were critical in achieving a successful and smooth opening of the new terminal which handles 20m Pax per annum.

### Heathrow Terminal 2, Processes Development and Integration

ORAT PMO Lead and Process Development Integration Lead of the development of over 250 new Standard Operating Procedures (SOPs) for the new LHR Terminal 2. Developing these SOPs involved extensive dialogue across a broad range of stakeholders at the airport including LHR staff, airline staff and UK Border Force. The new operating procedures provided the necessary level of detail for all operational stakeholders to develop a shared and consistent understanding of how the new terminal would operate, which was critical to business continuity as many new technology-driven solutions were being introduced at the terminal. The SOPs also included contingency arrangements as well as business as usual modes of operation.

### Manchester Airport Group, ORAT Review, UK

ORAT Lead responsible for carrying out an initial assessment of the on-going Operational Readiness, Activation and Transition (ORAT) within MANTP. Utilizing the Arup Diagnostic tool to form a comparison of the current ORAT status against expectations from other programs of similar scale and complexity.

ARUP



# Jacob Koshy

Jacob's extensive background in IT systems integration management and a focus area of wireless communications makes him well placed for every stage of design from master planning through to CD and commissioning.

**Profession**
IT & Communications Systems

**Current position**
Associate

**Joined Arup**
2005

**Years of experience**
17+

**Qualifications**
MSc Telecommunications Management, Stevens Institute of Technology, Hoboken, New Jersey, 2005

BE Electrical Engineering, Stevens Institute of Technology, Hoboken, New Jersey, 2005

**Professional associations**
The National Association for Amateur Radio

Member, Building Industry Consulting Service International-BICSI

IEEE ComSoc

Jacob Koshy is an Associate within the ICT practice of Arup, based in the New York office. Over the past 15+ years at the firm, his focus has primarily been in the design, specification and systems integration management of Airport Information Systems including, passenger processing, electronic visual information display systems (EVIDS), electronic security, voice and data communications, wireless systems (WiFi, Cellular, Public Safety Radio) and audiovisual systems. Jacob has brought deep systems integration and design expertise to both international and domestic clients alike. International experience includes, masterplanning and design work in Tanzania, Abu Dhabi, Qatar and Toronto, with domestic experience at Seattle, Kansas City, Las Vegas and NY area airports. Jacob has led in several multi-disciplinary project management and systems integration management roles to assist Owner groups which have included the airlines, airport authorities, federal agencies.

## Project experience

### Kansas City International Airport, New Terminal, Kansas City, MO

Project Manager for the multi-disciplinary design team for the new 39 gate, H-shaped single-terminal structure being built to replace operations of all the existing terminals at the airport. Jacob is leading the team that is delivering Fire Alarm, Integrated Automation, Public Address, Acoustics, Electronic Security and Information Technology and Communications Systems. This is a $1.5 billion design-build project with a clear emphasis on bringing a world class travel experience to Kansas City. Jacob also led the Airport Information Systems design for the project.

### Seattle-Tacoma Airport, International Arrivals Facility, Seattle, WA

Information Technology Consultant for the $470m, 385,000ft2 international arrivals facility at Sea-Tac. The design build team led by Clark Construction with design partner SOM also includes a 960ft aerial walkaway connecting the South Satellite to the new arrivals facility located near Concourse A. Targeting LEED Silver certification.

### JetBlue Airways, JFK Terminal 5i, Jamaica, NY

On site Systems Integration Manager role included, coordinating the implementation and commissioning of low voltage systems including Electronic Security Systems, Public Address, Distributed Antenna Systems, Local Area Networks, Wireless LAN and other 3rd party systems such as cellular coverage and distributed TV systems.

### Delta Air Lines, JFK Terminal 4 Redevelopment, Jamaica, NY

Contracted under a direct remit to Delta Air Lines to manage ICT systems deployed as part of the redevelopment program at Terminal 4, JFK International Airport. The role as Systems Integration Manager included developing a coordinated implementation plan and schedule for delivery of ICT systems, managing procurement, bidding and contract negotiations for ICT systems being procured directly by the Owner. Responsible for weekly reporting on progress of installation of each ICT system and their related interfaces to Delta project management teams as well as managing the integrated testing, commissioning, training and acceptance of systems and their interfaces.

### McCarran International Airport, Terminal 3, Las Vegas, NV

Member of a team that was responsible for the design of the Information and Communications Technology (ICT) infrastructure and systems (passenger processing systems, MUFIDS, Data and Voice network), wireless systems, and System Integration of the new Terminal 3 project. Assigned task included recommendations on distributed antenna system to support ubiquitous indoor and outdoor wireless coverage.

### Tanzania Airports Authority, ICT Feasibility Study, Tanzania

Engineer responsible for the review/editing and writing of Information and Communications Technology (ICT) feasibility study and strategic master plan carried out for the Tanzanian Airports Authority (TAA). The strategic masterplan encompassed the analysis and mapping of business processes and development of strategic plans for Information and Communications Technology (ICT) systems, Integrated Security Systems, System Integration, information Management systems as well as plans for the implementation of these systems that will serve the airports of Tanzania.

### Abu Dhabi Airport, Utility Masterplan, ICT Portion, Abu Dhabi, UAE

Consultant responsible for the development of the basis of design and sections of the airports Utility Masterplan which incorporated an outside plant fiber optic network design and associated ICT infrastructure requirements to connect all facility buildings across the entire airport campus. Project required on site coordination and requirements gathering to inform master planning stages.

# Orlando G. Suero

1911 SW 179 Avenue
Miramar, Florida 33029

Work: (954) 610-0443
Fax: (305) 876-3094
E-Mail: ogsuero@cnetpro.net


**Objective**

To continue expanding my technical knowledge, experience, and business relationships within the converged IP communications industry to further advance Certified Network Professionals, Inc. as a reputable company with a team of highly skilled Network Engineers providing efficient solutions to satisfy the most complex environments.

***Summary***


Over thirty years of experience in communications covering a broad range. Began my career in telecommunications as an Outside Plant Technician for BellSouth. Progressed from installing cable facilities and telecom equipment, to preparing proposals for Data/Voice Communication projects, to installing and maintaining an Enterprise Network at Miami International Airport. Employed by Nortel Networks as a Senior Systems Engineer responsible for customer deliverables, design validation and implementation of converged IP network solutions throughout the CALA region. Founded Certified Network Professionals, Inc. in 2001 to build a technically advanced organization and deployed leading edge communication systems for our clients.


## Work Experience

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.

**2000 – 2007, Nortel Networks**

*Sr. Systems Engineer (2000-2007)*

- Engineering Prime for CALA (Caribbean & Latin America) Wireline projects involving NGN (Next Generation Network) VoIP solutions in both Pre-Sales and Post-Sales roles.
- Responsible for Customer Questionnaire preparation and planning, Network Design and Architecture, Detailed Equipment List, Engineering Notes and Specs, Inter-operability, Network test acceptance documents, and MOPs (Method of Procedures) of Carrier Network Solutions for the CALA Region.
- Lead NGN network design reviews and the introduction of new Products and Solutions providing advice to Management with respect to resource and training requirements.
- Ensuring Engineering readiness to deliver the committed projects and meet customer expectations.
- Data Network Engineering services for major customer deployments of Nortel's Media Gateway Portfolio (MG15000/20000), Multimedia Communication Server (MCS 5200/5100), Ethernet Routing Switch (ERS 8600), Switched Firewall Solutions (Alteon series), Contivity, among others.
- OEM installation and support on products including Avici Routers, Cisco Routers and Switches, Juniper Routers, ECI DSLAM.

***Certifications***

A+ Certification
Cisco Certified Network Associate (CCNA)
Cisco Certified Network Professional (CCNP)
Extreme Sales Specialist – Overview
Extreme Sales Specialist – IP Campus
Juniper Ingenious Champion (Routing, Switching)
Juniper Ingenious Champion (Security)
Microsoft Certified Systems Engineer (MCSE)
Meridian One Certified
NiceVision Technical Certification (NVTC)
Nortel Certified Support Expert – Data
Nortel Certified Support Expert – CS1000
Nortel Certified Support Specialist – PP7K
Nortel Certified Support Specialist – PP15K
Nortel Certified Technology Specialist – Converged IP
Nortel Certified Technology Expert – Converged IP
Telindus Surveillance Solution Certified
TCP/IP Network Analyst

***Education***

University of Miami, Coral Gables, FL
May 9, 1992 - BS, Electrical Engineering

Florida International University, Miami, FL
April 29, 2002 - MS, Computer Engineering

# RANJITH KUTTY

*Associate Architect*



**RANJITH K**

**Associate Architect –** Infrastructure Management & Security Services

**Experience** – 13+ Years

**Qualification** – Bachelor of Computer Science (B.Sc.)

**Certifications** –
- Oracle Certified System Administrator for Solaris 10
- EMC certified information storage and management (ISM V2)

## Strengths

- Hands-on Technical Leader
- Implementing End User Computing services.
- Datacenter Infra-Management.

## Domain Exposure

- Telecom
- Banking
- Financial

## Functional Experience Summary

- Solution Architecture
- Project Management and Governance
- Vendor Management
- Service Delivery Management

## Technical Specialization

- **Cloud Platform:** AWS
- **Operating Systems**: Solaris 10 & 11, Linux
- **Storage :** Dell EMC Storages, SUN Storages, Hitachi Storage
- **Switches:** Brocade San Switch , Cisco Fabric Switches.
- **Virtualization Platforms**: Hyper-V and VMware
- **Networking**: Basic Knowledge Networking & Firewalls

# Recent Experience Summary

### Telecom

➢ Giving more than 200 server and storage Hardware and software support

➢ Implementing & Managing of RAID levels like RAID 0, RAID 1, RAID 5 using Solaris Volume Manager and hardware raid.

➢ Package and patch administration.

➢ LDOM and ZONES creation and administration and troubleshooting.

➢ Performing OS Patching on Solaris 11

➢ Recommended Sun OBP firmware up gradation on production/development servers.

➢ Hands on experience in troubleshooting Sun Hardware and OS related issues and rectification of Oracle servers by ALOM, ILOM configuration.

### Telecom

➢ Creating and increasing the swap space according to requirements.

➢ Installation and configuration of Dell R640 and Blade servers FC640 with chassis FX2

➢ Installation & Configuration maintenance of Load Balancer ALTEON D-6024S

➢ Installation & Configuration maintenance of Dell C9010

➢ Installation & Configuration maintenance of Dell Unity 600

➢ Installation & Configuration maintenance of CONNECTRIX 6620S

➢ Basic Hardware & Configuration maintenance of SRX5400 firewall

➢ Basic Hardware & Configuration maintenance of Juniper Mx-480 BNG

### Banking

➢ Installation and configuration of Cisco UCS C240 M4 and Blade servers B200 M4 with chassis 5108

➢ Giving Technical support of RHEL 7.4 and patch upgrade.

➢ Having knowledge of Radius and Diameter Protocol with Linux and SQL.

➢ Installation and configuration of Nexus switch (3548)

➢ Installation and configuration of FI ( 6248)

➢ SAN Implementation and administration

➢ Create RAID Groups, Bind LUN's and Create Storage Groups using Unisphere.

➢ Configured and administered Fiber Chanel Switches (Brocade and Cisco) and performed zoning

➢ Code upgradation on VNX & Unity

### Finance

➢ SAN implementation and administration.

➢ Managing Disk, LUN, and RAID (Software & Hardware) configuration

➢ Dynamic pool and dynamic tiring management

➢ Collecting Support data, SP collect and My auto support, Auto Dump

➢ Managing storage box through CAM, Storage Navigator,

➢ Volume provisioning and configure replication

➢ FC fabric Zoning, LUN Masking

➢ Fabric configuration backup and restore

➢ Brocade FOS, cisco SAN-OS upgradation

➢ Analyzing storage and SAN switch logs

## 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**
Faith Group, LLC

**Bidder's Signature**
Faith Varwig

**Print Name and Title**
Faith Varwig

**Address:**
3101 S. Hanley Rd.
St. Louis, MO 63143

**Date** 9/11/2023
**Duns Number**
[redacted]

**Federal Tax Id Number**
[redacted]

**Email:** faith@faithgroupllc.com

***Sworn to and subscribed before me by means of:***

☑ ***physical presence or*** ☐ ***online notarization***
***this day of*** September 12th ***20***23

***by*** Faith Varwig ***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)** **Seal**

**COUNTY OF** St. Louis City )

**Notary Public My Commission Expires:** 4.16.27

BRANDI LYNN CARTER
Notary Public, Notary Seal
State of Missouri
St. Louis City
Commission # 23749043
My Commission Expires 04-16-2027

**Printed, typed or stamped commissioned name of Notary Public)**

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

## 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. 1 | Dated 8/21/2023 |
| Addendum No. 2 | Dated 8/25/2023 |
| Addendum No. 3 | Dated 8/25/2023 |
| Addendum No. 4 | Dated 9/4/2023 |
| Addendum No. 5 | Dated 9/5/2023 |
| Addendum No. | Dated |
| Addendum No. | Dated |
| Addendum No. | Dated |

Faith Group, LLC
Company

Signature

Faith Varwig
Print Name

Managing Principal
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:
N/A

Acknowledged by:
Faith Varwig

Firm Name:
Faith Group, LLC

Signature of Authorized Representative:


Name and Title (Print or Type):
Faith Varwig, Managing Principal

Date:
9/11/2023

**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: Faith Group, LLC

By: _____
(Authorized Signature)

Title: Managing Principal

Date: 9/11/2023

## 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: Faith Group, LLC

Authorized Name: Faith Varwig Title: Managing Principal

Signature: Faith Varwig Date 9/11/2023

**********

**State of** Missouri

**County of** St. Louis City

This instrument was acknowledged before me on 9.12.23 (Date)

**Notary Public Signature** Brandi Carter

BRANDI LYNN CARTER
Notary Public, Notary Seal
State of Missouri
St. Louis City
Commission # 23749045
My Commission Expires 04-16-2027

# Appendix C – Proof of Insurance

The following is Faith Group's current insurance certificate for its current GOAA contract.

FAITGRO-01 ASEENER

ACORD

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 6/13/2023

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 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 | CONTACT NAME: Ami Seener | |
|---|---|---|
| Smith McGehee<br>222 S. Central Suite 700<br>Clayton, MO 63105 | PHONE (A/C, No, Ext): (314) 732-4474 | FAX (A/C, No): (314) 394-1751 |
| | E-MAIL ADDRESS: aseener@smis.com | |

| INSURED | INSURER(S) AFFORDING COVERAGE | NAIC # |
|---|---|---|
| Faith Group, LLC<br>dba Faith Group Consulting, LLC<br>3101 S Hanley Rd<br>St. Louis, MO 63143 | INSURER A : Transportation Insurance Company | 20494 |
| | INSURER B : The Continental Insurance Company | 35289 |
| | INSURER C : Valley Forge Insurance Company | 20508 |
| | INSURER D : Landmark American Insurance Company | 33138 |
| | INSURER E : | |
| | INSURER F : | |

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 INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| A | X COMMERCIAL GENERAL LIABILITY | | | | | | EACH OCCURRENCE | $ 1,000,000 |
| | CLAIMS-MADE X OCCUR | | | 7039525856 | 6/15/2023 | 6/15/2024 | DAMAGE TO RENTED PREMISES (Ea occurrence) | $ 100,000 |
| | | | | | | | MED EXP (Any one person) | $ 15,000 |
| | | | | | | | PERSONAL & ADV INJURY | $ 1,000,000 |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | GENERAL AGGREGATE | $ 2,000,000 |
| | POLICY X PRO-JECT LOC | | | | | | PRODUCTS - COMP/OP AGG | $ 2,000,000 |
| | OTHER: | | | | | | | $ |
| A | AUTOMOBILE LIABILITY | | | | | | COMBINED SINGLE LIMIT (Ea accident) | $ 1,000,000 |
| | ANY AUTO | | | | | | BODILY INJURY (Per person) | $ |
| | OWNED AUTOS ONLY / SCHEDULED AUTOS | | | 7039525842 | 6/15/2023 | 6/15/2024 | BODILY INJURY (Per accident) | $ |
| | X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY | | | | | | PROPERTY DAMAGE (Per accident) | $ |
| | | | | | | | | $ |
| B | X UMBRELLA LIAB X OCCUR | | | | | | EACH OCCURRENCE | $ 9,000,000 |
| | EXCESS LIAB CLAIMS-MADE | | | 7039525887 | 6/15/2023 | 6/15/2024 | AGGREGATE | $ 9,000,000 |
| | DED X RETENTION $ 10,000 | | | | | | | $ |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N | | | | | | X PER STATUTE / OTH-ER | |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) N | N / A | | 7039525873 | 6/15/2023 | 6/15/2024 | E.L. EACH ACCIDENT | $ 1,000,000 |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. DISEASE - EA EMPLOYEE | $ 1,000,000 |
| | | | | | | | E.L. DISEASE - POLICY LIMIT | $ 1,000,000 |
| D | Professional Liab. | | | LCY849600 | 6/15/2023 | 6/15/2024 | Per Claim/Aggregate | 5,000,000 |
| D | Cyber Liability | | | LCY849600 | 6/15/2023 | 6/15/2024 | Occurrence/Aggregate | 5,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: Information Technology Consulting Services

The Greater Orlando Aviation Authority, the City of Orlando and their members, including without limitation, members of the Aviation Authority's Board and the City's Council and members of the citizens advisory committees, officers, agents and employees are hereby included as Additional Inaured as required by contract.

Professional: Retro Date: 06/15/2004; Deductible : $25,000

| CERTIFICATE HOLDER | CANCELLATION |
|---|---|
| Greater Orlando Aviation Authority - Construction<br>CFID #: 409795<br>Reference #: 201806-ITC3<br>PO Box 140528<br>Kansas City, MO 64114 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br>AUTHORIZED REPRESENTATIVE |

ACORD 25 (2016/03)

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FAITGRO-01 ASEENER

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/13/2023

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 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<br>Smith McGehee<br>222 S. Central Suite 700<br>Clayton, MO 63105 | CONTACT NAME: Ami Seener<br>PHONE (A/C, No, Ext): (314) 732-4474 FAX (A/C, No): (314) 394-1751<br>E-MAIL ADDRESS: aseener@smis.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC # |
| | INSURER A : Transportation Insurance Company | 20494 |
| INSURED<br>Faith Group, LLC<br>dba Faith Group Consulting, LLC<br>3101 S Hanley Rd<br>St. Louis, MO 63143 | INSURER B : The Continental Insurance Company | 35289 |
| | INSURER C : Valley Forge Insurance Company | 20508 |
| | INSURER D : Landmark American Insurance Company | 33138 |
| | INSURER E : | |
| | INSURER F : | |

**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 INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| A | X COMMERCIAL GENERAL LIABILITY | | | | | | EACH OCCURRENCE | $ 1,000,000 |
| | CLAIMS-MADE X OCCUR | | | 7039525856 | 6/15/2023 | 6/15/2024 | DAMAGE TO RENTED PREMISES (Ea occurrence) | $ 100,000 |
| | | | | | | | MED EXP (Any one person) | $ 15,000 |
| | | | | | | | PERSONAL & ADV INJURY | $ 1,000,000 |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | GENERAL AGGREGATE | $ 2,000,000 |
| | POLICY X PRO-JECT LOC | | | | | | PRODUCTS - COMP/OP AGG | $ 2,000,000 |
| | OTHER: | | | | | | | $ |
| A | AUTOMOBILE LIABILITY | | | | | | COMBINED SINGLE LIMIT (Ea accident) | $ 1,000,000 |
| | ANY AUTO | | | 7039525842 | 6/15/2023 | 6/15/2024 | BODILY INJURY (Per person) | $ |
| | OWNED AUTOS ONLY / SCHEDULED AUTOS | | | | | | BODILY INJURY (Per accident) | $ |
| | X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY | | | | | | PROPERTY DAMAGE (Per accident) | $ |
| | | | | | | | | $ |
| B | X UMBRELLA LIAB X OCCUR | | | | | | EACH OCCURRENCE | $ 9,000,000 |
| | EXCESS LIAB CLAIMS-MADE | | | 7039525887 | 6/15/2023 | 6/15/2024 | AGGREGATE | $ 9,000,000 |
| | DED X RETENTION $ 10,000 | | | | | | | $ |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY | | | | | | X PER STATUTE / OTH-ER | |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N N | N/A | | 7039525873 | 6/15/2023 | 6/15/2024 | E.L. EACH ACCIDENT | $ 1,000,000 |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. DISEASE - EA EMPLOYEE | $ 1,000,000 |
| | | | | | | | E.L. DISEASE - POLICY LIMIT | $ 1,000,000 |
| D | Professional Liab. | | | LCY849600 | 6/15/2023 | 6/15/2024 | Per Claim/Aggregate | 5,000,000 |
| D | Cyber Liability | | | LCY849600 | 6/15/2023 | 6/15/2024 | Occurrence/Aggregate | 5,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: Information Technology Consulting Services

The Greater Orlando Aviation Authority, the City of Orlando and their members, including without limitation, members of the Aviation Authority's Board and the City's Council and members of the citizens advisory committees, officers, agents and employees are hereby included as Additional Inaured as required by contract.

Professional: Retro Date: 06/15/2004; Deductible : $25,000

**CERTIFICATE HOLDER**

Greater Orlando Aviation Authority - Construction
CFID #: 409795
Reference #: 201806-ITC3
PO Box 140528
Kansas City, MO 64114

**CANCELLATION**

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



ACORD 25 (2016/03)

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# Appendix E – State of Florida Registrations

Below are copies of the Florida Secretary of State Certificates for FG and its Sub-consultants.

### Faith Group Consulting, LLC



*State of Florida*
*Department of State*

I certify from the records of this office that FAITH GROUP CONSULTING, LLC is a Missouri limited liability company authorized to transact business in the State of Florida, qualified on July 28, 2009.

The document number of this limited liability company is M09000002915.

I further certify that said limited liability company has paid all fees due this office through December 31, 2018, that its most recent annual report was filed on January 23, 2018, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-third day of January, 2018*

Ken Detzner
*Secretary of State*

Tracking Number: CC3781637651

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

### AceApplications



*State of Florida*
*Department of State*

I certify from the records of this office that ACEAPPLICATIONS, L.L.C. is a limited liability company organized under the laws of the State of Florida, filed on February 8, 2001.

The document number of this limited liability company is L01000002140.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on February 16, 2023, and that its status is active.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Sixteenth day of February, 2023*

*Secretary of State*

Tracking Number: 1839502631CC

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

### Arup



*State of Florida*
*Department of State*

I certify from the records of this office that ARUP US, INC. is a New York corporation authorized to transact business in the State of Florida, qualified on September 14, 2020.

The document number of this corporation is F20000004290.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on April 23, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Tenth day of September, 2021*

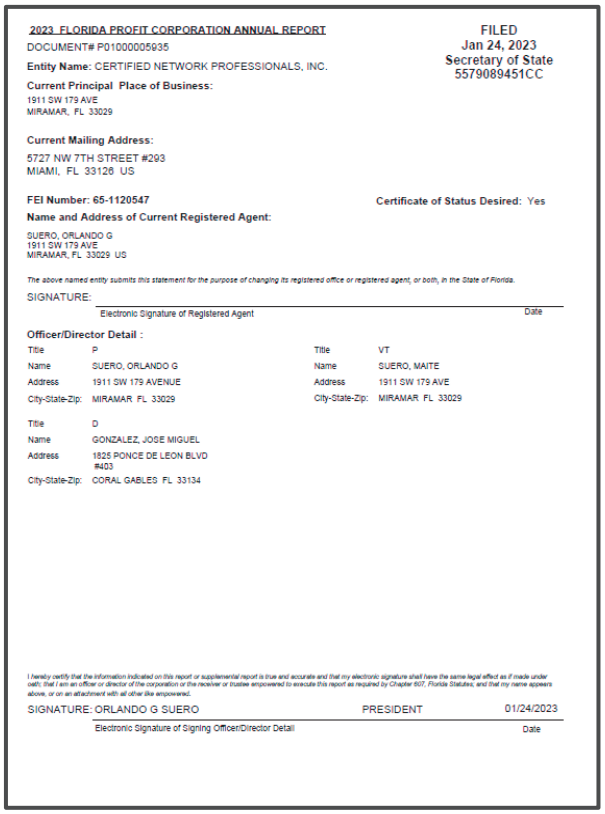
*Secretary of State*

Tracking Number: 8346836485CU

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

### Certified Network Professionals



2023 FLORIDA PROFIT CORPORATION ANNUAL REPORT

FILED
Jan 24, 2023
Secretary of State
5579089451CC

DOCUMENT# P01000005935

**Entity Name:** CERTIFIED NETWORK PROFESSIONALS, INC.

**Current Principal Place of Business:**
1911 SW 179 AVE
MIRAMAR, FL 33029

**Current Mailing Address:**
5727 NW 7TH STREET #293
MIAMI, FL 33126 US

**FEI Number:** 65-1120547

**Certificate of Status Desired:** Yes

**Name and Address of Current Registered Agent:**
SUERO, ORLANDO G
1911 SW 179 AVE
MIRAMAR, FL 33029 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

SIGNATURE: _____ Date
Electronic Signature of Registered Agent

**Officer/Director Detail :**

| | | | |
|---|---|---|---|
| Title | P | Title | VT |
| Name | SUERO, ORLANDO G | Name | SUERO, MAITE |
| Address | 1911 SW 179 AVENUE | Address | 1911 SW 179 AVE |
| City-State-Zip: | MIRAMAR FL 33029 | City-State-Zip: | MIRAMAR FL 33029 |

| | |
|---|---|
| Title | D |
| Name | GONZALEZ, JOSE MIGUEL |
| Address | 1825 PONCE DE LEON BLVD #403 |
| City-State-Zip: | CORAL GABLES FL 33134 |

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

SIGNATURE: ORLANDO G SUERO PRESIDENT 01/24/2023
Electronic Signature of Signing Officer/Director Detail Date

## The JW Group

# State of Florida
## Department of State

I certify from the records of this office that THE JW GROUP, INC. OF PENNSYLVANIA is a Pennsylvania corporation authorized to transact business in the State of Florida, qualified on July 25, 2013.

The document number of this corporation is F13000003309.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on February 7, 2017, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Seventh day of February, 2017*

Ken Detzner
*Secretary of State*

Tracking Number: CC1279475978

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

## Move Agency

# State of Florida
## Department of State

I certify from the records of this office that M2MOBI, LLC is a limited liability company organized under the laws of the State of Florida, filed on March 21, 2016, effective April 1, 2016.

The document number of this limited liability company is L16000056542.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on July 31, 2023, and that its status is active.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Thirty-first day of July, 2023*

*Secretary of State*

Tracking Number: 4081647055CR

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

## OATC, Inc.

# State of Florida
## Department of State

I certify from the records of this office that OATC INC. is a North Carolina corporation authorized to transact business in the State of Florida, qualified on June 2, 2022.

The document number of this corporation is F22000003433.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on February 8, 2023, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Fifth day of September, 2023*

*Secretary of State*

Tracking Number: 4376428374CU

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

## ServiceTec

# State of Florida
## Department of State

I certify from the records of this office that SERVICE TEC INTERNATIONAL, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on April 27, 2007.

The document number of this corporation is F07000002923.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on March 6, 2023, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Thirtieth day of August, 2023*

*Secretary of State*

Tracking Number: 8860756671CU

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

## Starboard Consulting

# State of Florida
## Department of State

I certify from the records of this office that STARBOARD CONSULTING, LLC is a limited liability company organized under the laws of the State of Florida, filed on June 8, 2007.

The document number of this limited liability company is L07000060552.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on March 1, 2023, and that its status is active.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the First day of September, 2023*

*Secretary of State*

Tracking Number: 3964222447CU

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

## Studdiford Technical Solutions (STS)

# State of Florida
Department of State

I certify from the records of this office that STUDDIFORD TECHNICAL SOLUTIONS, LLC, is a Virginia limited liability company authorized to transact business in the State of Florida, qualified on July 5, 2023.

The document number of this limited liability company is M23000009254.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Eighteenth day of July, 2023

Cord Byrd
Secretary of State

CR2E022 (01-11)

## Woolpert

# State of Florida
## Department of State

I certify from the records of this office that WOOLPERT, INC. is an Ohio corporation authorized to transact business in the State of Florida, qualified on September 27, 2004.

The document number of this corporation is F04000005579.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on April 19, 2017, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Ninth day of January, 2018*

*Secretary of State*

Tracking Number: CU8818029996

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication