



Amendment No. 1
to
Contract No. 5600 NA170000146
for
Aviation Information Technology Consultant Services
between
The JW Group, Inc.
and the
City of Austin

- 1.0 The City hereby exercises this extension option for the subject contract. This extension option will be May 5, 2019 through May 4, 2020. Two (2) options will remain.
- 2.0 The total contract amount is increased by \$800,000.00 by this extension period.

The total contract authorization is recapped below:

Action	Action Amount	Total Contract Amount
Initial Term: 05/04/2017 – 05/04/2019	\$1,600,000.00	\$1,600,000.00
Amendment No. 1: Option 1 - Extension 05/05/2019 – 05/04/2020	\$800,000.00	\$2,400,000.00

- 3.0 MBE/WBE goals do not apply to this contract.
- 4.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 5.0 All other terms and conditions remain the same.

BY THE SIGNATURES affixed below, this amendment is hereby incorporated into and made a part of the above-referenced contract.

Sign/Date: James A. Willis 04/23/2019

Digitally signed by James A. Willis
DN: cn=James A. Willis, o=The JW
Group, Inc., ou,
email=jwillis@thejwg.com, c=US
Date: 2019.04.23 16:14:43 -0400

Printed Name: James A. Willis
Authorized Representative

The JW Group, Inc.
415 McFarlan Road, Ste. 211
Kennett Square, PA 19348

Sign/Date: James T. Howard 4/23/19

Printed Name: JAMES T. HOWARD
Authorized Representative

City of Austin
Purchasing Office
124 W. 8th Street, Ste. 310
Austin, Texas 78701



City of Austin

Purchasing Office, Financial Services Department

P.O. Box 1088, Austin, TX 78767

The Austin City Council approved the execution of a contract with your company for accordance with the referenced solicitation.

Responsible Department:	Communication Technology Management Aviation Department
Department Contact Person:	Diana Heath
Department Contact Email:	Diana.heath@austintexas.gov
Department Contact Telephone:	512-530-6341
Project Name:	Aviation Information Technology Consultant Services
Contractor Name:	The JW Group, Inc.
Contract Period:	24 months
Dollar Amount	\$1,600,000.00
Extension Options:	3 12-month options/\$800,000.00 per option
Agenda Item Number:	16
Council Approval Date:	05/04/2017
Contract No.	NA170000146

Thank you for your interest in doing business with the City of Austin. If you have any questions regarding this contract, please contact the person referenced under Department Contact Person.

Sincerely,

Sai Xoomsai Purcell
Procurement Specialist IV
City of Austin
Purchasing Office

CONTRACT BETWEEN THE CITY OF AUSTIN ("City")
AND
The JW Group, Inc. ("Contractor")
for
Information Technology Consultant Services
NA170000146

The City accepts the Contractor's Offer (as referenced in Section 1.1.3 below) for the above requirement and enters into the following Contract.

This Contract is between The JW Group, Inc. having offices at Kennett Square, PA 19348 and the City, a home-rule municipality incorporated by the State of Texas, and is effective as of the date executed by the City ("Effective Date").

Capitalized terms used but not defined herein have the meanings given them in Solicitation Number RFQS PAX0502.

- 1.1 This Contract is composed of the following documents:
- 1.1.1 This Contract
 - 1.1.2 The City's Solicitation, Request for Qualifications, PAX0502 including all documents incorporated by reference
 - 1.1.3 The JW Group, Inc.'s Offer, dated 12/20/2016, including subsequent clarifications
- 1.2 Order of Precedence. Any inconsistency or conflict in the Contract documents shall be resolved by giving precedence in the following order:
- 1.2.1 This Contract
 - 1.2.2 The City's Solicitation as referenced in Section 1.1.2, including all documents incorporated by reference
 - 1.2.3 The Contractor's Offer as referenced in Section 1.1.3, including subsequent clarifications.
- 1.3 Term of Contract. The Contract will be in effect for an initial term of twenty-four (24) months and may be extended thereafter for up to three (3) twelve (12) month extension option(s), subject to the approval of the Contractor and the City Purchasing Officer or his designee. See the Term of Contract provision in Section 0400 for additional Contract requirements.
- 1.4 Compensation. The Contractor shall be paid a total Not-to-Exceed amount of \$1,600,000 for the initial Contract term and \$800,000 for each extension. Payment shall be made upon successful completion of services or delivery of goods as outlined in each individual Delivery Order.
- 1.5 Quantity of Work. There is no guaranteed quantity of work for the period of the Contract and there are no minimum order quantities. Work will be on an as needed basis as specified by the City for each Delivery Order
- 1.6 Clarifications and Additional Agreements. The following is incorporated into the Contract.

1.6.1 Exhibit A – Professional Services & Fees

1.6.1.1 Contractor shall submit an invoice for all labor by Salary Grade/Professional Title, in accordance with the labor rates as listed below, Exhibit A – Professional Services & Fees.

1.6.1.2 The Contractor shall submit Change Orders Requests for unknown tasks that affect the project quote by more than +ten (10) percent. Change orders shall be approved by the City in writing before work can proceed.

<u>Exhibit A - Professional Services & Fees</u>						
Item No.	Salary Grade/ Professional Title	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
		Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate
1	Principal Systems Consultant	\$ 195.00	\$ 195.00	\$ 200.85	\$ 200.85	\$ 206.88
2	Project Manager	\$ 180.00	\$ 180.00	\$ 185.40	\$ 185.40	\$ 190.96
3	Program Lead	\$ 175.00	\$ 175.00	\$ 180.25	\$ 180.25	\$ 185.66
4	Sr. Business Consultant	\$ 200.00	\$ 200.00	\$ 206.00	\$ 206.00	\$ 212.18
5	Sr. Systems Consultant	\$ 170.00	\$ 170.00	\$ 175.10	\$ 175.10	\$ 180.35
6	Systems Consultant	\$ 150.00	\$ 150.00	\$ 154.50	\$ 154.50	\$ 159.14
7	Analyst	\$ 115.00	\$ 115.00	\$ 118.45	\$ 118.45	\$ 122.00
8	Sr. Engineer	\$ 165.00	\$ 165.00	\$ 169.95	\$ 169.95	\$ 175.05
9	Engineer	\$ 135.00	\$ 135.00	\$ 139.05	\$ 139.05	\$ 143.22
10	Sr. Architect	\$ 155.00	\$ 155.00	\$ 159.65	\$ 159.65	\$ 164.44
11	Architect	\$ 115.00	\$ 115.00	\$ 118.45	\$ 118.45	\$ 122.00
12	Program Coordinator	\$ 75.00	\$ 75.00	\$ 77.25	\$ 77.25	\$ 79.57
13	Draftsperson	\$ 75.00	\$ 75.00	\$ 77.25	\$ 77.25	\$ 79.57

This Contract (including any Exhibits) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior and contemporaneous agreements and

understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

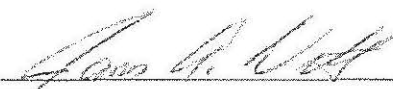
In witness whereof, the City has caused a duly authorized representative to execute this Contract on the date set forth below.

THE JW GROUP, INC.

CITY OF AUSTIN

James A. Willis

Printed Name of Authorized Person


Signature

President

Title:

May 2, 2017

Date:

Sai Xoomsai Purcell

Printed Name of Authorized Person


Signature

Procurement Specialist IV

Title:

5/3/17
Date:

December 17, 2016

City of Austin
Municipal Building
Purchasing Office-Response Enclosed for Solicitation #PAX0502
124 W. 8th Street, Room 308
Austin, Texas 78701

Attn: Sai Xoomsai Purcell, Senior Buyer Specialist

Re: Request for Qualifications Statements – Aviation Consultant, Information Technology (PAX0502)

Dear Ms. Purcell,

The JW Group, Inc. (JWG) is pleased to submit this qualifications statement for Aviation Consulting, Information Technology Services at the Austin-Bergstrom International Airport. This correspondence and our qualifications documentation will attest to the fact that the proposed JW Group Team is the most qualified to deliver the necessary skills and expertise required by the City of Austin, Department of Aviation in performing the tasks associated with this program. The information requested in the RFQ documentation is provided within and includes one (1) original hard copy and seven (7) electronic copies on individual flash drives.

We appreciate being considered for this opportunity and look forward to partnering with the City of Austin Department of Aviation in this endeavor. Please do not hesitate to contact me if you have any questions or if you require any additional information.

Respectfully Submitted,

James A. Willis, President
The JW Group, Inc.

City of Austin, Texas

Austin-Bergstrom International Airport



In response to RFQ

Aviation Consultant, Information Technology

Solicitation No: PAX0502

Submitted: December 20, 2016

Submitted by:

the JWgroup

415 McFarlan Road, Suite 211
Kennett Square, PA 19348
(V) 484.508.8344 (F) 484.508.8346

In professional association with:



Faith Group



MOYE
CONSULTING

reVision
REENGINEERING & TECHNOLOGY FOR A NEW VISION



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CITY OF AUSTIN, TEXAS
Purchasing Office
REQUEST FOR QUALIFICATION STATEMENTS (RFQS)
OFFER SHEET

SOLICITATION NO: PAX0502

DATE ISSUED: 11/14/2016

COMMODITY/SERVICE DESCRIPTION: Aviation Consultant,
Information Technology

REQUISITION NO.: 16050500440

COMMODITY CODE: 91890, 92030, 92075,
91817

PRE-RESPONSE CONFERENCE TIME AND DATE:
11/28/2016, 2:00 pm, local time

LOCATION: ABIA, P&E 2716 Spirit of Texas Dr. Room 157

**FOR CONTRACTUAL AND TECHNICAL
ISSUES CONTACT THE FOLLOWING
AUTHORIZED CONTACT PERSON:**

Sai Xoomsai Purcell
Senior Buyer Specialist
Phone: (512) 974-3058
E-Mail: Sai.Xoomsai@austintexas.gov

RESPONSES AND COMPLIANCE PLAN DUE PRIOR TO:
12/20/2016, 2:00 pm, local time

**RESPONSE AND COMPLIANCE PLAN CLOSING TIME AND
DATE:** 12/20/2016, 2:15 pm, local time

LOCATION: MUNICIPAL BUILDING, 124 W 8th STREET
RM 308, AUSTIN, TEXAS 78701

Elisa Folco
Contract Administrator
Phone: (512) 974-1421
E-Mail: Elisa.Folco@austintexas.gov

LIVE SOLICITATION CLOSING ONLINE: For RFQS's, only the
names of respondents will be read aloud

For information on how to attend the Solicitation Closing online,
please select this link:

<http://www.austintexas.gov/departments/bid-opening-webinars>

When submitting a sealed Offer and/or Compliance Plan, use the proper address for the type of service desired, as shown below:

Address for US Mail (Only)	Address for Fedex, UPS, Hand Delivery or Courier Service
City of Austin	City of Austin, Municipal Building
Purchasing Office-Response Enclosed for Solicitation # PAX0502	Purchasing Office-Response Enclosed for Solicitation # PAX0502
P.O. Box 1088	124 W 8 th Street, Rm 308
Austin, Texas 78767-8845	Austin, Texas 78701
	Reception Phone: (512) 974-2500

NOTE: Offers must be received and time stamped in the Purchasing Office prior to the Due Date and Time. It is the responsibility of the Offeror to ensure that their Offer arrives at the receptionist's desk in the Purchasing Office prior to the time and date indicated. Arrival at the City's mailroom, mail terminal, or post office box will not constitute the Offer arriving on time. See Section 0200 for additional solicitation instructions.

All Offers (including Compliance Plans) that are not submitted in a sealed envelope or container will not be considered.

*****SIGNATURE FOR SUBMITTAL REQUIRED ON PAGE 3 OF THIS DOCUMENT*****

This solicitation is comprised of the following required sections. Please ensure to carefully read each section including those incorporated by reference. By signing this document, you are agreeing to all the items contained herein and will be bound to all terms.

SECTION NO.	TITLE	PAGES
0100	STANDARD PURCHASE DEFINITIONS	*
0200	STANDARD SOLICITATION INSTRUCTIONS	*
0300	STANDARD PURCHASE TERMS AND CONDITIONS	*
0400	SUPPLEMENTAL PURCHASE PROVISIONS	8
0500	SCOPE OF WORK	12
0600	RESPONSE PREPARATION INSTRUCTIONS & EVALUATION FACTORS	7
0800	NON-DISCRIMINATION CERTIFICATION	*
0805	NON-SUSPENSION OR DEBARMENT CERTIFICATION	*
0810	NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING CERTIFICATION	*
0815	LIVING WAGES CONTRACTOR CERTIFICATION–Complete and submit	1
0900	COMPLIANCE PLAN	
Attachment A	Personnel List	6
Attachment B	Proposal Exceptions Form	3

*** Documents are hereby incorporated into this Solicitation by reference, with the same force and effect as if they were incorporated in full text. The full text versions of the * Sections are available on the Internet at the following online address:**

http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS

If you do not have access to the Internet, you may obtain a copy of these Sections from the City of Austin Purchasing Office located in the Municipal Building, 124 West 8th Street, Room #308 Austin, Texas 78701; phone (512) 974-2500. Please have the Solicitation number available so that the staff can select the proper documents. These documents can be mailed, expressed mailed, or faxed to you.

INTERESTED PARTIES DISCLOSURE

In addition, Section 2252.908 of the Texas Government Code requires the successful offeror to complete a Form 1295 “Certificate of Interested Parties” that is signed and notarized for a contract award requiring council authorization. The “Certificate of Interested Parties” form must be completed on the Texas Ethics Commission website, printed, signed and submitted to the City by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury prior to final contract execution.

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm



TAB 1: CITY OF AUSTIN PURCHASING DOCUMENTS

1. Signed Offer Sheet

INTERESTED PARTIES DISCLOSURE

In addition, Section 2252.908 of the Texas Government Code requires the successful offeror to complete a Form 1295 "Certificate of Interested Parties" that is signed and notarized for a contract award requiring council authorization. The "Certificate of Interested Parties" form must be completed on the Texas Ethics Commission website, printed, signed and submitted to the City by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury prior to final contract execution.

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.

Company Name: **The JW Group, Inc.**

Company Address: **415 McFarlan Road, Suite 211**

City, State, Zip: **Kennett Square, PA 19348**

Federal Tax ID No. XXXXXXXXXX

Printed Name of Officer or Authorized Representative: **James A. Willis**

Title: **President / Owner**

Signature of Officer or Authorized Representative: _____

Date: **December 20, 2016**

Email Address: **jwillis@thejwg.com**

Phone Number: **(484)252-2415**

** Qualifications Statement must be submitted with this Offer sheet to be considered for award.*

See attached statement of qualifications provided within this document.



2. **Attachment B – Purchasing Exceptions Form**



CITY OF AUSTIN PURCHASING OFFICE PURCHASING EXCEPTIONS

Solicitation Number: RFP PAX0136

The offeror shall clearly indicate each exception taken, provide alternative language, and justify the alternative language. The offeror that is awarded the contract will be required to sign the contract with the provisions accepted; any exceptions may be negotiated or may result in the City deeming the offer non-responsive. Failure to accept or provide the exception information below may result in the City deeming the offer non-responsive.

1. **0300 STANDARD PURCHASE TERMS & CONDITIONS**

☒ Accepted as written.

☐ Not accepted as written. See below:

Indicate:

Page Number	Section Number	Section Description
--------------------	-----------------------	----------------------------

Alternate Language:

Justification:



3. Compliance Plan

Appendix A

RFP – MBE/WBE COMPLIANCE PLAN

All sections (I-VII) must be completed and submitted prior to the due date in the solicitation documents

Section I — Project Identification and Goals

Project Name	Aviation Information Technology Consulting Services
Solicitation Number	RFQS 5600 PAX0502

Project Goals or Subgoals	
MBE/WBE Combined	5.00%
African American	N/A
Hispanic	N/A
Asian/Native American	N/A
WBE	5.00%

Section II — Bidder Company Information

Name of Company	The JW Group, Inc.
Vendor Code	V00000904394
Address	415 McFarlan Road, Suite 211
City, State Zip	Kennett Square, PA 19348
Phone	484-508-8344
Fax	484-508-8346
Name of Contact Person	James A. Willis
Is your company registered on Vendor Connection?	Yes ☒ No ☐ If yes, provide Vendor ID #: <u>V00000904394</u> If No, please note: All vendors and subcontractors/consultants must register with COA's Vendor Connect prior to award. See Link for registration information at https://www.ci.austin.tx.us/financeonline/finance/index.cfm
Is your company COA M/WBE certified?	Yes ☐ No ☒ If yes, please indicate: MBE ☐ WBE ☐ MBE/WBE Joint Venture ☐

I certify that the information included in this Compliance Plan is true and complete to the best of my knowledge and belief. I further understand and agree that this Compliance Plan shall become a part of my contract with the City of Austin.

James A. Willis, President

Name and Title of Authorized Representative

Signature

December 20, 2016

Date

For SMBR Use Only:

I have reviewed this compliance plan and found that the Proposer HAS ☐ or HAS NOT ☐ complied as per the City Code Chapter 2-9C.

Reviewing Counselor

Date

I have reviewed this compliance plan and Concur ☐ or Do Not Concur ☐ with recommendation.

Director/Assistant Director

Date



Section III — Compliance Plan Summary

STATEMENT OF RESPONSIBILITY

Initial one of the following Statement of Responsibility options below as applicable.

A. ☒ Goals Met

I understand that I am responding to a Requirement Based Contract (RBC) solicitation. I understand and affirm I have filled out this Compliance Plan in accordance with applicable City Code and Program Rule requirements, and must comply with the MBE/WBE Program in order to be considered for selection of this solicitation. If chosen for this Solicitation, compliance with the City's MBE/WBE Procurement Program ordinances and rules is required. I agree to meet the solicitation goals specified in the chart below utilizing the firms listed on the Compliance Plan as scopes of work are assigned.

Goals: Proposed Participation	
MBE/WBE Combined	5.00%

B. ☐ Good Faith Efforts

I understand that I am responding to a Requirement Based Contract (RBC) solicitation. I do not anticipate meeting the goals with certified MBE/WBE firms; therefore I am submitting Good Faith Efforts documentation demonstrating my efforts to meet the established MBE/WBE goals. I understand and represent I have filled out this Compliance Plan in accordance with applicable City Code and Program Rule requirements, and must comply with the MBE/WBE Program in order to be considered for selection for this solicitation. If chosen for this Solicitation, compliance with the City's MBE/WBE Procurement Program ordinances and rules is required. I understand, as scopes of work are assigned and/or if additional scopes of work or subcontracting opportunities are identified, Good Faith Efforts must be performed.

This signed Statement of Responsibility is my commitment to the requirements of the MBE/WBE Procurement Program which are a part of my contract with the City of Austin.

James A. Willis, President

Name and Title of Authorized Representative (Print or Type)

Signature

December 20, 2016

Date



Section IV — Disclosure of MBE and WBE Participation
Duplicate As Needed

Note:

- Fill in all the blanks.
- Compliance plans not complying with these requirements shall be rejected as non-responsive.
- Do not list the percentages for subcontractor participation.
- Fill in names of MBE/WBE Certified Firms as registered with Vendor Connection.
- Select either MBE or WBE for dually certified firms to indicate which certification will count towards the MBE or WBE goal.
- Contact SMBR to request an availability list of certified Firms for additional scopes of work that were not included on the original availability list.

Name of MBE/WBE Certified Firm	Moye Consulting
City of Austin Certified	MBE ☐ WBE ☒ Gender/ Ethnicity:
Vendor Code	VS0000012890
Address/ City / State / Zip	1255 Corporate Drive #100 Irving, TX 75038
Contact Person & Phone #	Jan Moye (972) 887-5555
Email Address	Fax: (975) 887-5554 jmoye@moyeconsulting.com
Commodity codes/describe services	91890 Strategic Technology Planning and Consulting Services

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	



Appendix A

Section V — Disclosure of Non-Certified Subcontractors
Duplicate As Needed

Note:

- Fill in all the blanks.
- Compliance plans not complying with these requirements shall be rejected as non-responsive.
- Fill in names of Non-Certified Subcontractors as registered with the City of Austin.

Are Goals Met? Yes ☒ No ☐ If no, state reason(s) below and attach documentation:

Subcontractor	Faith Group, LLC
Vendor Code	VS0000037453
Address/ City / State / Zip	3101 S Hanley Road, St. Louis, MO 63143
Contact Person & Phone #	Faith Varwig (314) 991-2228
Email Address	faith@faithgroupllc.com
Commodity codes/describe services	90678 Security Systems, 90684 Telecommunications, 91817 Aviation Consulting, 91842 Engineering Consulting, 91893 Security/Safety Consulting, 92533 Engineer Services, Professional, 95823 Computer Management Services
Reason MBE/WBE not used	They provide specialized aviation system and process consulting services not available through M/WBE contractors.

Subcontractor	reVision, Inc.
Vendor Code	V00000909949
Address/ City / State / Zip	1332 East 22 nd Avenue Denver, CO
Contact Person & Phone #	Philip McDonough (602)316-4127
Email Address	Philip.mcdonough@revisioninc.com
Commodity codes/describe services	90684 Telecommunications, 90693 Video Systems Design, 90700 Architectural and Engineering Services, 90728 Communications Systems, 90735 Design Services
Reason MBE/WBE not used	They provide specialized aviation system and process consulting services not available through M/WBE contractors.

Subcontractor	
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone # &	
Email Address	
Commodity codes/describe services	
Reason MBE/WBE not used	

Subcontractor	
Vendor Code	
Address/ City / State / Zip	



Section VI – Disclosure of Second-Level Subcontractors

Not applicable – Second level subcontractors will not be used.

Section VII – MBE / WBE

Not applicable - All goals achieved

4. Section 0815: Living Wages Contractor Certification

Company Name: The JW Group, Inc.

Pursuant to the Living Wages provision (reference Section 0400, Supplemental Purchase Provisions) the Contractor is required to pay to all employees directly assigned to this City contract a minimum Living Wage equal to or greater than \$13.03 per hour.

The below listed employees of the Contractor who are directly assigned to this contract are compensated at wage rates equal to or greater than \$13.03 per hour.

THE JW Group, Inc. (Prime Consultant)	
Employee Name	Employee Job Title(s)
Jim Willis	➤ Principal in Charge / Project Manager
Heath Kolman	➤ Principal Systems Consultant / Deputy Project Manager
Patrick J. Geisler	➤ Sr. Engineer / Subject Matter Expert
Michael J. Mann	➤ Video Surveillance Engineer / Subject Matter Expert
Derek McMillan	➤ Systems Consultant / Subject Matter Expert
Han Pak	➤ Sr. Systems Consultant / Program Lead IT Infrastructure Design
Sherri Porter	➤ Program Coordinator / Draftsperson
Steve Ritter	➤ Principal Systems Consultant / Program Lead Business Process Improvement
Emry Robinson	➤ Sr. Business Analyst / Subject Matter Expert
Tim Schneider	➤ Principal Systems Consultant / Program Lead Strategic Planning
Jack Walfish	➤ Sr. Systems Consultant / Program Lead Cyber and Physical Security Analysis
Jonathan Pullen	➤ Systems Engineer



Faith Group, LLC (Sub Consultant)	
Employee Name	Employee Job Title
Sal Mazzola	➤ Sr. Systems Designer / Subject Matter Expert
Faith Varwig	➤ Principal in Charge / Program Lead Air Travel Research, etc.
Zach Varwig	➤ Analyst / Subject Matter Expert

Moye IT Consulting, LLC (Sub Consultant)	
Employee Name	Employee Job Title
Troy Frain	➤ Principal, Security & Special Systems / Subject Matter Expert
Gene Hodson	➤ Technology Consultant, BIM Manager / Subject Matter Expert

reVision, Inc. (Sub Consultant)	
Employee Name	Employee Job Title
Stephen Hurst	➤ Sr. Systems Consultant / Subject Matter Expert
Scott Johnson	➤ Principal Management Consultant / Subject Matter Expert
Francois Laguex	➤ Principal Information Engineer / Subject Matter Expert
Steven Maciejewski	➤ VP Integrated Security Solutions / Subject Matter Expert
Philip McDonough	➤ Sr. Vice President – Transportation / Program Lead IT Business Analysis and Requirements
Khalil Nasser	➤ Sr. Business Analyst / Subject Matter Expert
Zane Shultz	➤ Principal Consultant / Subject Matter Expert
Matt Sully	➤ Business Analyst, Project Manager, Solutions Architect / Subject Matter Expert

(1) All future employees assigned to this Contract will be paid a minimum Living Wage equal to or greater than \$13.03 per hour.

(2) Our firm will not retaliate against any employee claiming non-compliance with the Living Wage provision.



TAB 2: CONTACT PERSONAL – AUTHORIZED NEGOTIATOR

1. *Include name, address, and telephone number of person in your organization authorized to negotiate Contract terms and render binding decisions on Contract matters.*

James A. Willis, President
415 McFarlan Road, Suite 211
Kennett Square, PA 19348
Office: (484)252-2415
Cell: (610) 563-5621
Email: jwillis@thejwg.com

2. *Include contact person(s), mailing address, e-mail address, telephone number and fax number for individuals authorized to answer technical, price and/or contract questions.*

James A. Willis, President
415 McFarlan Road, Suite 211
Kennett Square, PA 19348
Office: (484)252-2415
Cell: (610) 563-5621
Fax: (484)508-8346
Email: jwillis@thejwg.com



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TAB 3: BUSINESS ORGANIZATION

1. *Provide your legal firm name, headquarters address, local office address if any, and state of incorporation.*

The JW Group, Inc., an S-Corporation incorporated in the state of Pennsylvania will act as the prime consultant on this project. Our information is as follows:

Local Address
The JW Group, Inc. 415 McFarlan Road, Suite 211 Kennett Square, Pa. 19348 Office: (408)508-8344 Fax: (408)508-8346 www.thejwg.com

2. *Provide written confirmation that your firm is legally authorized, pursuant to the requirements of the Texas Statutes, to do business in the State of Texas.*

The JW Group, Inc. is registered in the State of Texas to do business in the State of Texas as a foreign entity.

3. *List and describe all criminal proceedings or hearings concerning business related offenses in which your firm, its principals, officers, predecessor organization(s), or wholly owned subsidiaries were defendants.*

The JW Group, Inc. or any principals / officers does not have any criminal proceedings or hearings during the past five (5) years or at any time since inception of the company.

4. *Has your firm ever failed to complete any work awarded to you? If so, where and why?*

The JW Group, Inc. has never failed to complete any work awarded.

5. *Has your firm ever been terminated from a contract? If so, where and why?*

The JW Group, Inc. has never been terminated from a contract.

6. *Has your business ever done business using another corporation/company name?*

The JW Group, Inc. has never done business using another corporation /company name.



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TAB 4: PRIOR EXPERIENCE & REFERENCES

1. Executive Summary:

The JW Group, Inc. (JWG) is pleased to submit this response to the Request for Qualification Statements for Airport Consultant, Information Technology for the City of Austin, Department of Aviation. This correspondence and our qualifications documentation will attest to the fact that the proposed JW Group Team is the most experienced and qualified to deliver the necessary skills and expertise required by the City of Austin, Department of Aviation in performing the tasks identified in the Request for Qualification Statements (RFQ) documentation. Some of the highlights of our proposed project team's experience, qualifications, and approach include:

- ***Airport-Specific Knowledge and Experience*** – The team includes senior airport management consultants all with a minimum of 18 years of airport consulting experience supplemented with work experience at both airports and airlines. Our proposed project leadership team has a combined 130 years of airport consulting experience. Our team has worked with airport clients throughout North America and the Caribbean as well as the Middle East and has functional expertise in procurement, finance and accounting, airport planning and capital programs, revenue and lease management, airport operations, maintenance, human resources, and a multitude of airport specific information technologies. Through these projects, we understand that each airport is unique and yet each airport can share from the knowledge and experiences gained from other airports as well as other industries.
- ***Team Member Experience*** – The proposed team members are, without a doubt, the most experienced team in the aviation industry for providing the City of Austin DoA with Airport Information Technology Consulting Services. The combined team members have worked at airports ranging in size from local general aviation airports to major mega-hub airports and have an average experience of 18+ years at 70+ airports combined. In addition, team members are active in industry associations and have been instrumental in shaping the ways and methods that IT and security systems are implemented and utilized at airports. Most importantly, the team has specific experience with all of the tasks identified within the RFQ documentation and is familiar with the Austin-Bergstrom International Airport.
- ***Industry Certifications*** – The proposed team members possess an extensive collection of certifications that are specific to Information Technologies within the aviation industry. These certifications include; BICSI Registered Communications Distribution Designers (RCDD), Cisco Certified Network Professional (CCNP), Cisco Certified Design Professional (CCDP), licensed Professional Engineer (PE), Physical Security Professional (PSP), Certified Wireless Security Professional (CWSP), Certified Wireless Network Associate (CWNA), National Association of Radio and Telecommunications Engineers (NARTE) Certified Engineer.



- **Experience with ABIA** –The majority of team members possess direct experience working with the City of Austin, Department of Aviation and are familiar with the ABIA environment. In particular, the proposed project manager, Mr. Jim Willis, was involved in the original design of Information Technology (IT) systems preceding the opening of the Airport in 1999 and acted as the project manager for the development of the Information Technology Master Plan. Our awareness of the ABIA operating environment, management team, stakeholders, and business priorities will enable efficiencies in the performance of the tasks, analysis, and recommendations associated with our proposed project approach.
- **Aviation Industry Organization Involvement** – Our proposed team members have an extensive history of involvement and participation with aviation trade groups and organizations and have assisted in the development of many industry publications. Our senior consulting staff has maintained aviation industry organization participation since 1996. Industry organizations with our team members' involvement include:
 - ❖ Airport Consultants Council (ACC)
 - ❖ Airports Council International (ACI)
 - ❖ American Association of Airport Executives (AAAE)
 - ❖ Airport Cooperative Research Program (ACRP)

Working with these committees and organizations, the proposed team members have contributed to numerous industry publications including the following:

- ❖ Airport Consultants Council, "Best Practice Guidelines for the Airport Industry – Airport Information Technology & Systems (IT&S)"
- ❖ Transportation Security Administration, "Recommended Security Guidelines for Airport Planning, Design, and Construction"
- ❖ Airport Cooperative Research Program (ACRP) and PARAS:
 - o ACRP 01-12 - A Primer for Information Technology Systems at Airports
 - o ACRP 01-23 - Mitigating Disruptive Wi-Fi Interference at Airports
 - o ACRP 02-74 - Integrating Climate Change Risk into Airport Management Systems
 - o ACRP 04-04 - Exercising Command-Level Decision Making for Critical Incidents at Airports
 - o ACRP 04-20 - Design Considerations for Airport EOCs
 - o ACRP 07-07 - Evaluating Terminal Renewal versus Replacement Options
 - o ACRP 07-12 - Guidebook for Airport Terminal Restroom Planning and Design
 - o ACRP 10-13 - Integrating NIMS for Personnel and Resources at Airports
 - o ACRP 10-20 - Guidance for Planning, Design, and Operations of Airport Communications
 - o ACRP 10-22 - Improving Stakeholder Engagement in Aircraft Accident Planning
 - o TCRP A-36 - Command-Level Decision Making for Transit Emergency Managers
 - o PARAS 0005 - Airport Breach Classification and Best Practices



- o PARAS 0006 - Employee Inspection Synthesis
- o PARAS 0010 - Guidance for Protecting Access to Vital Systems Impacting Airport Security

- **RFQ and SOW Specific Experience** – Our statement of qualifications describes the team’s experience with the specific services, technologies, and commercial products described in the Request for Qualification statement documentation. The following summarizes our project experience and qualifications regarding the technologies listed in the RFQ documentation:

Scope of Work Item	Aviation Experience
Wireless Technologies	14 Projects Completed
Video Technologies and Analytics	25 Projects Completed
Unified Communications	9 Projects Completed
Airport Information Management Systems	14 Projects Completed
Mobile Technologies	7 Projects Completed
Business Intelligence	7 Projects Completed
Systems Monitoring and Management	1 Project Completed
Geospatial Solutions	6 Projects Completed
Information Security Processes	10 Projects Completed
Building Information Management	5 Projects Completed
Building Automation and Management Systems	5 Projects Completed
Technical Infrastructure Systems	22 Projects Completed
Airport Trunked Radio	10 Projects Completed
Passenger and Baggage Processing	18 Projects Completed
Parking Revenue Control	9 Projects Completed
Ground Transportation Management	6 Projects Completed
Patron Loyalty Programs	5 Projects Completed
Point-Of-Sale Systems and Integration	3 Projects Completed
Computer Based Training Systems	1 Projects Completed

In addition to the project experience directly relating to the technologies listed in the statement of work, the project team has experience with the majority of the specific commercial products that are in use at ABIA.



2. Specific References and Statement of Qualifications:

The JWG Team is proposing on all six services listed in the RFQ documentation. References for each service is provided below:

Item 1 – “Air travel industry-centric technologies research, concept development, and business case development”

Having spent the majority of their careers in the aviation industry, the JWG Team members can boast a deep level of experience with the air travel industry related technologies. This has resulted in industry shaping consulting efforts over the years including, for example, the air travel industry’s first common use implementation for domestic travel, the air travel industry’s first IT Master Plan, the air travel industry’s first AODB, RMS, FIDS integration, and facilitation of the air travel industry’s adoption of IP camera technology. Additionally, the team member’s participation in industry associations such as ACI, AAAE, ACC, FTE, IATA, ASIS ensures that they remain at the forefront of not only the latest technologies available, but also the best and most innovative business processes in use across the aviation industry. Providing the City of Austin DoA with the leading aviation technology, aviation business, and aviation security subject matter experts, the JWG Team will ensure that ABIA remains at the forefront of the aviation industry in customer satisfaction. The following provides a current and completed project reference for projects related to air travel industry-centric technologies:



Aviation Project Profile (Current)

Orlando International Airport

Passenger Mobile Application Planning, Design and Deployment

Client Contact Information:

Greater Orlando Airport Authority
John Newsome, Director of Information Technology
1 Airport Blvd
Orlando, FL 32827-4328
Office: 407.701.1306
Email: jnewsome@goaa.org

Respondent’s Role:

Faith Group – Prime Contractor
The JW Group, Inc. - Subcontractor

Roles and Responsibilities of Key Personnel:

Steve Ritter – The JW Group - On-Site Project Manager
Zach Varwig – Faith Group - Subject Matter Expert – Special Systems



Project Budget: \$ 70,000.00 Planning
\$ 694,000.00 Design and Implementation

**Brief Description
of Project
Components**

Overview:

Two years ago the Faith Group/JWG team provided the planning, design and deployment of the first public facing Mobile Application at the Orlando International Airport. The highlight of this mobile application was the installation of a Bluetooth Low Energy (Beacon) infrastructure. This beacon infrastructure at Orlando International Airport was one of the first US airports that supported indoor location services throughout the entire facility. In 2015, the Greater Orlando Airports Authority again contracted the Faith Group/JWG team to migrate from the current commercial off the shelf mobile application platform to a fully customized passenger facing Mobile Application. Faith Group and JWG were responsible for the planning, design and implementation support for the new custom built mobile application. Features of the new custom application includes:

- Continued use of indoor navigation and location awareness using the beacon backbone
- New custom flight information user interface
- Flight notifications to any saved flights in the application
- Remember my automobile parking location
- Upgraded technology base that is completely customizable and can be easily integrated with other airport systems
- New terminal maps; search & wayfinding
- Guides: airport & shopping, dining and lodging
- Security waiting times
- Multi language support

Methodologies:

Faith Group/JWG team utilized the agile/scrum methodology for this project. This framework was used because it defines a flexible yet holistic product development strategy for the custom application where the team (project managers, software developers, system architects, testers and client) work as a cohesive unit to reach a common goal. This methodology encourages close online collaboration of all team members as well as face to face communication throughout the project. Nine development sprints were defined early on in the project and each sprint lasted two weeks. At the end of the two weeks the development team demoed the completed sprint or version of the application to the client team for feedback and comments. This allowed for changes and modifications to be made early on in the process that met the client needs.

Facilitation of Input:

Stakeholder input is critical to the agile/scrum methodology. Weekly status calls were held and facilitated with the JWG project manager, designers, developers and client to review status of the project as well as critical path activities. Every two weeks a sprint demo was completed either on-site or utilizing web ex so feedback on the application was gathered frequently and often in the project lifecycle. JWG



provide on-site support to the Authority throughout this project from testing the indoor navigation to coordination and data collection for the application requirements. Once a month the team met with key stakeholders and presented to the Mobile Application Steering Committee, which was a group of Airport Directors and Executives that provided direction and made key decisions on the mobile application project. A few of these decisions included application branding, graphics look and feel, push notification messaging and the final go live decision.

Challenges and Resolution:

One challenge associated with this project was controlling scope creep. As the team moved forward with development and a defined scope of services the excitement and potential with this new application grew with both team members and the client. Additional features and functionality were continually discussed by the Authority and team members. Some of these “other features” were incorporated under the existing scope of work with no change in fee or schedule due to good management of resources, while others were tracked, logged and prioritized for additional releases. This challenge was resolved by open communications with all team members, proper expectation setting throughout the project and a flexible project methodology and approach.

Project Results and Impacts

The new passenger mobile application for MCO was a success as the Authority took a commercial off the shelf product and went to a fully customizable application with an upgraded technology based within 7 months. Additional releases with new enhancements, features and functionality have already been defined and programmed for the year 2017 and the Faith Group/JWG team will be spearheading those efforts. The new application will be available in both the Apple iTunes and Google Playstore in December 2016. The application will help the Authority provide the type of customer experience, service and passenger information for any passenger travelling through Orlando International Airport.

Project Timeframe:

The project was initiated in March 2015 and is estimated to conclude in December 2017.



Aviation Project Profile (Completed)

Tampa International Airport

**Common Use Feasibility and Implementation
Master Plan**

**Client Contact
Information:**

Hillsboro County Aviation Authority
Robert Furr, RA, NCARB, Project Manager / Sr. Airport Architect
Tampa International Airport
3rd Floor Blue
Tampa, FL 33607
Office: 831-870-7853
Email: rfurr@tampairport.com

**Respondent's
Role:**

The JW Group was a subcontractor to HNTB (project was performed as part of the Airport's Master Plan Update)

**Roles and
Responsibilities of
Key Personnel:**

Jim Willis – Project Manager
Jack Walfish – Subject Matter Expert
Steve Ritter – Business Analysis Subject Matter Expert
Tim Schneider – Subject Matter Expert

Project Budget:

\$385,000 (planning phase)
\$265,000 (design phase)
\$4,000,000 (construction phase)

**Brief Description
of Major Project
Components**

Overview:
JWG personnel were responsible for the development of a Common Use Feasibility Study and a Common Use Master Plan for the Tampa International Airport. The first phase of the project was an analysis of the impacts of common use to determine if a common use implementation was feasible. This was followed by the development of a recommended implementation plan that was based on several phases of implementation that aligned with the operational requirements and overall goals of the Airport Authority. The implementation plan included a conceptual design, cost estimates, and implementation durations. In addition, outlines for policies, procedures, and cost recovery models that accompany the common use implementation were developed. Currently, the Aviation Authority is in the process of implementing the third phase of the recommended implementation plan. JWG personnel are supporting this effort.



Methodologies:

The team utilized a methodical approach to developing the feasibility of a common use implementation at the airport. This included analyzing existing resources, flight schedules, forecasted schedules, airline initiatives, physical and operational constraints, and common use technologies to determine if the implementation of shared passenger processing resources would result in better utilization and increased efficiencies of the gates and ticket counters. This also included developing models for passenger processing throughput; models were developed for the existing conditions as well as with the implementation of shared use equipment. By developing these models, it was clear that the implementation of shared use equipment would increase the efficiency of the existing gates and ticket counters. These models also made it easy to convey the benefits of a shared use implementation to the Aviation Authority and Airline stakeholders.

Facilitation of Input:

The project approach included input and feedback from key stakeholders throughout the entire process. As part of the existing conditions analysis, stakeholders were interviewed to identify and document the current processes and policies for passenger processing. This also included interviews with airline stakeholders (both business and properties representatives as well as technical representatives) to determine their specific requirements in regards to a shared use implementation, as well as their perceptions and acceptance of shared use systems. This input was used to develop preliminary technical requirements, business and operational requirements (policies and procedures), charging methodologies, and phased implementation recommendations. Review workshops were then held with all stakeholders at periodic intervals to progress the plan from a draft stage to the final stage.

Challenges and Resolution:

The challenges associated with this project were primarily focused on the airline stakeholder's negative perceptions and lack of acceptance of shared use passenger processing systems which is a common theme throughout the aviation industry. This challenge was overcome by including the airline stakeholders early in the process and providing them with the opportunity to state their concerns, perceptions, and specific requirements associated with shared use implementations. All input from stakeholders were then integrated into the planning and implementation effort.

Project Results and Impacts:

The Common Use Feasibility and Implementation Plan project was extremely successful and the Authority is currently in the third phase of implementation which includes the addition of common use self-service kiosks in their consolidated rental car facility. The initial phase included shared use equipment at 18 check-in counters, 10 gates, and two mobile workstations and supported 9 airlines. This successful implementation provided the Authority to facilitate the entrance of two new airlines to the TPA market. Following the first phase, the second phase provided shared use equipment at an additional 14 check-in counters, 15 gates, and the international



lounge and provided support for an additional 7 airlines. The second phase also included the implementation of a resource management system to assist the Authority in the management of the shared resources. As mentioned above, the third phase is currently being implemented. Future plans for the Authority are to update the initial implementation plan to develop a rollout strategy for the next five years. This update will occur in 2017.

Project

Timeframe:

The project initiated November 2011 and is anticipated to conclude in 2017 from a planning perspective. The implementation is anticipated to run through 2020.

Additionally, members of the proposed team have been key members of the following projects and ACRP research projects associated with air travel-centric technologies:

FLL – Airport Information Management System
HAS – Common Use Passenger Processing Planning
ACRP 01-12 - A Primer for Information Technology Systems at Airports
ACRP 01-23 - Mitigating Disruptive Wi-Fi Interference at Airports
ACRP 02-74 - Integrating Climate Change Risk into Airport Management Systems
ACRP 04-04 - Exercising Command-Level Decision Making for Critical Incidents at Airports
ACRP 04-20 - Design Considerations for Airport EOCs
ACRP 07-07 - Evaluating Terminal Renewal versus Replacement Options
ACRP 07-12 - Guidebook for Airport Terminal Restroom Planning and Design
ACRP 10-13 - Integrating NIMS for Personnel and Resources at Airports
ACRP 10-20 - Guidance for Planning, Design, and Operations of Airport Communications
ACRP 10-22 - Improving Stakeholder Engagement in Aircraft Accident Planning
TCRP A-36 - Command-Level Decision Making for Transit Emergency Managers
PARAS 0005 Airport Breach Classification and Best Practices
PARAS 0006 - Employee Inspection Synthesis
PARAS 0010 - Guidance for Protecting Access to Vital Systems Impacting Airport Security

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



Item 2 – “IT business analysis and requirements development”

Over the years the JWG Team has assisted its airport clients by analyzing the business requirements and impacts of their IT initiatives. The JWG Team has experience developing staffing level analysis reports, service level agreements, memorandums of understanding, risk analysis, Shared Tenant Services rates, charges, and methodologies recommendations, and specific policies and procedures related to common/shared use systems (e.g. VoIP, passenger processing, Wi-Fi/LAN, structured cabling, etc.). This experience will allow the JWG Team to provide the DoA with the analysis and recommendations required to successfully operate and maintain its IT environment as new systems and improvements are made in the future. The following provides a current and completed project reference for projects related to IT business analysis and requirements development:



Aviation Project Profile (Current)

Denver International Airport

Enterprise Strategic Business Analytics and Visualizations

***Client Contact
Information:***

City of Denver
Adam Giombetti – Director of Fiscal Policy
Denver International Airport
1430 – Fiscal Policy
Denver, CO 802
Office: 303-342-2020
Email: Adam.giombetti@flydenver.com

***Respondent's
Role:***

reVision is the Prime Contractor for this project

***Roles and
Responsibilities
of Key Personnel:***

Zane Shultz – Project Manager
Francois Lagueux – Information Engineer

Project Budget:

\$775,000.00



**Brief Description
of Project
Components**

Overview:

This project was initiated to enhance the current reporting capabilities of the Enterprise financial application. In addition, team members were tasked to create in-depth analytics visualization capabilities that would allow DEN Finance to incorporate external data sources into their financial analytics. The team utilized a key component of our BI methodology to create dashboards that not only provided information but correlated the current KPI's to the factors that influenced the KPI. An example would be to look at expenses and identify the historical trends of passengers on expenses. This is utilized by finance in all aspects of financial analysis created by the BI program. This program has been a resounding success based on our yearly renewal of our contract. The BI program has also been tasked with the critical task of providing all history for financial reporting and analytics after the migration to a new financial application.

Methodologies:

The use of an overarching framework to create the greatest value for BI in planning and decision-making – a strategic lens through which economic, social, and environmental challenges are viewed as interdependent parts of the same system. This model - or "Theory of Change" (as it is called in the Social Sciences and the not for profit sector) must be understood before any analysis is even considered. Once quality of life strategic objectives are identified for a particular issue or organization, interconnections and interdependencies can be made explicit by utilizing a systems-based framework. At reVision, they utilize their seminal Triple Bottom Line Balanced Scorecard approach, first developed by Dr. Johnson in 2000 for the City of Seattle, to identify the leading and lagging relationships that drive the outcomes (both desired and undesired). This then forms the basis for what analytical approach(es) to take.

Facilitation of Input

The team conducted interviews of the key stakeholders to identify the specific reporting and analytics needs. For example, interviews were conducted with the executive level staff to determine the corporate objectives. This allowed the team to define performance metrics and key performance indicators to track and measure the organizations progress towards those objectives. In addition, the team interviewed key personal to determine what role they played in the organization and how their activities contributed to the overall organizational objects. This allowed the team to define the appropriate performance measures and KPI's for each individual.



Changes and Resolutions

The major challenge reVision faced was a cultural challenge and the use of KPI's to measure performance. reVision overcame this challenge by demonstrating how their methodology would help them become high performers. Another challenge reVision faced was integrating the appropriate data sources to provide relevant KPI's while showing value for the project. reVision overcame this issue by breaking the project into multiple iterations and delivering value add components on a regular bases instead of waiting until the project was completed.

Project Results and Impacts

The major lesson learned was the power of reVision's BI methodology to change how an organization looks at data as information. This project provided the reVision BI team with new and innovative ways to incorporate our methodology to deliver value to our customers.

Project

Timeframe: The project initiated March 2015 and is scheduled to conclude in spring 2017.



Aviation Project Profile (Completed)

Denver International Airport

Enterprise BI Program Management and BI/DW Design and Implementation

Client Contact Information:

City of Denver
Robert Kastelitz – Chief Information Officer
Denver International Airport
1715 Technologies Denver, CO 802
Office: 303-342-2020
Email: Robert.kastelitz@flydenver.com

Respondent's Role: reVision is the Prime Contractor for this project

Roles and Responsibilities of Key Personnel:

Zane Shultz – Project Manager
Francois Lagueux – Information Engineer



Project Budget: \$600,000

**Brief Description of
Project Components**

Overview:

reVision was contracted by DEN to design, develop, implement, provide support and training for an enterprise Business Intelligence / Data Warehouse (BI/DW) solution that included BI/DW infrastructure, data analytics, reporting and self-service tools to allow the technology, finance, revenue management, and operation and airport infrastructure organizations unprecedented visibility and analytics capabilities to better understand and deliver technical services. The solution provided DEN with insight into all aspects of the enterprise and facilitated cross functional collaboration. The solution also provided DEN with the ability to perform cause and affect analysis across organizations. The key component to reVision's success and usability of the BI solution was the KPI definition that defined utilizing the Balance Score Card methodology. An example of the direct impact of reVision's methodology was an improvement of customer satisfaction scores from 65% to 87% over the last six years and improvement of workforce satisfaction from 75% to 90% over the same period. The financial and revenue management organization solution provided unprecedented visibility into cross functional information from finance, revenue and airline information. This allowed finance and revenue management to perform cause and effect analysis utilizing information from multiple data sources. In addition, it facilitated both financial accountability and revenue management effectiveness. This project was designed to provide BI to all levels of the finance and revenue management organization that utilizes a top down methodology that provides consistent information from all levels of their respective organizations. The end result was a single source of truth for each organization that facilitated collaboration between the organizations via executive level dashboards, end user reporting and self-service analytics and reporting capabilities. This solution has provided both executive management and their respective organizations reporting with insight that was previously unavailable. In addition, the solution was developed to provide on demand flexibility with data categorization based on user requirements. This on-demand functionality provided analytics capabilities that was not available using the inherent data structures. The project was a huge success based on customer feedback and the continued renewal of reVision's yearly contract.

Methodologies:

The use of an overarching framework to create the greatest value for BI in planning and decision-making – a strategic lens through which economic, social, and environmental challenges are viewed as interdependent parts of the same system. This model - or "Theory of Change" (as it is called in the Social Sciences



and the not for profit sector) must be understood before any analysis is even considered. Once quality of life strategic objectives are identified for a particular issue or organization, interconnections and interdependencies can be made explicit by utilizing a systems-based framework. At reVision, they utilize their seminal Triple Bottom Line Balanced Scorecard approach, first developed by Dr. Johnson in 2000 for the City of Seattle, to identify the leading and lagging relationships that drive the outcomes (both desired and undesired). This then forms the basis for what analytical approach(es) to take.

Facilitation of Input:

Input was facilitated utilizing multiple methodologies. The majority of the input was facilitated via individual interviews with key stack holders. In addition, reVision utilized surveys and direct questionnaires to additional key members of the organization. reVision met with the C-level executives to determine the enterprise strategy and key performance metrics and measures that would allow for continual visibility into progress towards the corporate strategies. In addition, it also provided insight into leading and lagging performance measures that directly affected the corporate performance measures.

Challenges and Resolution

A few of the major challenges reVision encountered were resistance to change, inconsistent or non-existent data sources and lack of knowledge about leading and lagging indicators. reVision was able to identify the issues that caused the resistance and demonstrated how making the change would directly assist the individuals in becoming high performers. reVision addressed the data issue by identifying methods and data governance processes that would allow for more thorough and accurate data collection. The final major challenge was lack of knowledge about leading and lagging indicators. reVision resolved this issue by demonstrating through examples how leading and lagging indicators affected outcomes and why they are important.

Project Results and Impacts

The major lesson learned was the power of reVision's BI methodology to change how an organization looks at data as information. This project provided the reVision BI team with new and innovative ways to incorporate their methodology to deliver value to their customers.

Project Timeframe: The project initiated May 2013 and concluded in June 2015



Additionally, members of the proposed team have been part of the following projects:

AUS – ITMP and STS Analysis
LIT – Strategic, Operational, Financial, and Technology Consulting Services
CHS – Distributed Antenna System Procurement and Implementation
CVG – Distributed Antenna System Procurement and Implementation
CVG – STS Analysis
MCO – STS Analysis and Rate Model
PDX – Distributed Antenna System Procurement
RDU – Policy, Procedure, and Instruction Development
SAN – Telecommunications Services Analysis
SJC – IT Support Methodologies Analysis
SJC – Outsourced CIO RFP

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



Item 3 – “Airport Business Process Improvement”

The JWG Team’s experience working with airport staff across multiple divisions and departments such as finance, human resources, IT/IS, operations, properties and facilities, maintenance, and airport leadership to develop comprehensive and successful strategies and plans to improve their business processes will provide the DoA with great value. JWG Team members have achieved certifications including Certified Management Consultant (CMC) and Lean Six Sigma Black Belt. The combination of the JWG Team members’ experience and certifications will provide the DoA with unequalled expertise and will help to guide the DoA to a successful future. The following provides a current and completed project reference for projects related to airport business process improvement:



Aviation Project Profile (Current)

Phoenix-Mesa Gateway Airport

Enterprise Business Systems Planning, Design and Implementation

**Client Contact
Information:**

Phoenix-Mesa Gateway Airport
Doug Wirthgen, Director of Information Technology (IT)
5835 S Sossaman Rd., Mesa, AZ 85212
Phone: 480-988-7656
Email: DWirthgen@phxmesagateway.org

Respondent’s Role:

The JW Group is the prime contractor that is providing the planning and design, and implementation support for the new Enterprise Resource Planning System.

**Roles and
Responsibilities of
Key Personnel:**

Jim Willis – Project Executive
Steve Ritter – Project Manager
Emry Robinson – Subject Matter Expert

Project Budget:

\$189,000.00 (planning and design phase)
\$150,000.00 (estimated implementation support phase)
\$900,000.00 (estimated overall phase 1 planning, design and implementation)



**Brief Description of
Project Components:**

Overview:

JWG personnel are assisting the Airport Authority with the planning, design and implementation of a new Enterprise Resource Planning (ERP) system to replace an older legacy system that had outlived its useful life. Specifically, the JWG worked with the airport staff from finance, human resources, operations, properties and facilities, maintenance, and Executive Leadership to develop a comprehensive strategy and plan for the new system. This work effort included:

- Redesign of core financial, asset management, revenue management, procurement, time and attendance, human resources, capital project management, budgeting/planning business processes;
- Definition of enterprise-wide and function-specific performance metrics and targets along with integrated Executive Dashboard capabilities;
- Development of functional, technical and reporting requirements for the ERP solution;
- Development of implementation roadmap and phasing plans;
- High-level interface designs for legacy systems;
- Preparation of RFQ/RFP and related bid documents;
- Assisted with procurement and contract provided negotiation services; and
- Will provide implementation support and vendor oversight.

Methodologies:

JWG utilized our proven Transformation Lifecycle (TL) framework in this project to integrate essential engagement activities to assist the Authority in achieving its desired goals faster, better, at a lower cost, and with reduced risk. We chose to use this methodology because it is based on our many years of experience in delivering lasting results across integrated process- and systems-driven change programs. Our framework is supported by a full range of service delivery capabilities, leveraging staff with extensive breadth and depth of experience in business process redesign, requirements definition, organizational change management, and systems integration. This proven framework is being used to guide the JWG and client teams through all transformation activities—from planning through implementation—in an integrated and organized manner. Whether it is helping the Authority retire legacy systems or gaining staff buy-in to new tools and processes that help them perform their jobs, the TL framework has worked effectively for this project.



Facilitation of Input:

The project approach included input and feedback from eight key stakeholder teams throughout the planning and design phases of the project. As part of the existing conditions analysis, stakeholders were interviewed and workshops were held to identify and document the current processes and procedures for all of the key functional areas of the Authority. This also included site visits to other airports to gain first-hand knowledge of best practices, lessons learned and to help the Authority understand specific requirements in regards to an Enterprise System implementation. The input was used to develop As-Is process maps, To-Be process maps, technical requirements, functional and reporting requirements and a realistic phased implementation approach and recommendations. Review workshops were held with all stakeholders at regular intervals to review progress, next steps, action items and move the project into the next phases of the project.

Challenges and Resolution:

The challenges associated with this project included key staff turnover at the Authority during this project, reluctance to change the way processes had been done for years and the unknowns of working with a new system were the main challenges. Our project framework and approach, discussed above helped to quickly overcome these challenges. The staff turnover was mitigated through detailed workshops and review of the planning documentation prepared to date with new staff members. New staff members were quick to engage in the project, were briefed and understood the goals and objectives of the project, and quickly filled and contributed in key decisions regarding future business processes, organizational changes and system requirements. The reluctance to change was mitigated by the consistent change management role the JWG played as part of this planning and design. This included clear communications, setting expectations, and staff's continuous involvement in the project and process, key decisions made by staff and staff's ownership of the changes and setting the path forward for the organization.

Project Results and Impacts:

The ERP project for the Authority has been extremely successful and is currently in the system implementation phase. The detailed current state and future state business process work help set expectations upfront across the organization with the enterprise changes that included the people, the processes and technology. The well documented processes, technical and functional requirements and business case analysis developed by the JWG allowed the Authority to see some early gains with the automation of leases and



agreements and revenue management for improved tracking, collection and recording of all aeronautical and non- aeronautical revenue through the implementation of an airport third party revenue management system. The Authority has asked that the JWG help to oversee the implementation of the new system, continue with change management activities and develop a training strategy as the system is implemented. Additional phases and system functionality are anticipated and the JWG will assist the Authority in developing a roadmap for additional phases in the future.

Project Timeframe: The project initiated in September 2015 and is anticipated to be completed by July 2017.



Aviation Project Profile (Completed)

Omaha International Airport Eppley Airfield

Business Process Redesign and ERP Requirements Definition

**Client Contact
Information:**

Omaha International Airport
David L. Roth, P.E.
Director of Strategic Planning and Engineering
4501 Abbott Drive, Suite 2300, Eppley Field
Omaha, NE 68110
Office: 402.661.8000
Email: Dave.Roth@flyoma.com

**Respondent's
Role:**

The JW Group is the prime contractor that is providing the business process redesign, technical and system requirements and implementation support for the new Enterprise Resource Planning System.

**Roles and
Responsibilities of
Key Personnel:**

Emry Robinson – Project Manager
Steve Ritter - Subject Matter Expert

Project Budget:

\$210,000.00 (planning and design phase)
\$165,000.00 (estimated implementation support phase)
\$1,800,000.00 (estimated overall project planning, design and implementation)



**Brief Description
of Project
Components**

Overview:

The JW Group is responsible for the planning of a new Enterprise Resource Planning (ERP) system to replace a legacy financial system, a number of disparate systems and custom developed database applications. As part of this effort JW Group staff members documented current processes and developed new “to-be” business processes for accounting and finance, human resources, time and attendance, payroll, procurement and inventory management, asset management and work order management as well as properties, and lease and revenue management. These redesigned processes provided for efficiencies in the business operations at OMA and improved continuity across the organization. The processes also provide the required enterprise strategy and roadmap for the ERP implementation. In addition, the JW Group developed the system requirements, rough order of magnitude costs, business case development, change management and request for proposal (RFP) documentation for the new ERP system.

Methodologies:

JWG utilized our proven Transformation Lifecycle (TL) framework in this project to integrate the essential activities to assist the Authority in achieving its desired goals faster, better, at a lower cost, and with reduced risk. We chose to use this methodology because it is based on our many years of experience in delivering lasting results across integrated process- and systems-driven change programs whether on the business side or operations side of the Airport. Our framework is supported by a full range of service delivery capabilities, leveraging staff with extensive breadth and depth of experience in business process redesign, requirements definition, organizational change management, and systems integration. This proven framework is being used to guide the JWG and client teams through all transformation activities—from planning through implementation—in an integrated and organized manner. Whether it is helping the Authority retire legacy systems or gaining staff buy-in to new tools and processes that help them perform their jobs, the TL framework has worked effectively for this project.

Facilitation of Input:

Stakeholder input was facilitated throughout this project by the JWG. At the onset of the project the teams were involved in the upfront planning activities including defining project critical success factors, development of the As-Is and To-Be business processes and the process lifecycle for each functional area (i.e., HR, Procurement, Finance, etc.). In addition, functional, technical and reporting requirements were developed thorough individual workshops, site visits to other airports were completed by airport stakeholders and airport reference calls were conducted to gather external input into this project as well. The airport stakeholders and end users selected the software and implementation team to partner with to implement the new ERP systems.

Challenges and Resolution:

The challenges associated with this project included the contracting process with the software vendor and implementer. The best and final offer activities with the top ranked vendor/implementer ended due to project risk responsibilities in the terms and conditions the Authority was not willing to agree to. The next ranked vendor and implementer negotiations went smoother and allowed the project to move forward with only a slight delay to the overall project schedule. The JWG participated in both sets of



negotiations to help move the project forward from the contract phase to implementation phase. Another challenge was that the Authority required a restructure the organization to support the new system by centralizing the functions of Human Resources and Procurement. The JWG designed a plan to help the Authority restructure the organization by shift responsibilities and helping to create new job roles that were adapted and implemented by OMA.

Project Results and Impacts:

The ERP project for OMA has been extremely successful and is currently being implemented. The detailed As-Is and To-Be business process planning activated help set expectations, streamline the RFP and procurement process and prepare the organization for the restructuring required to support a new ERP system. The detailed planning and design documentation, technical and functional requirements, business analysis and RFP helped provide the Authority with a number of systems and implementers to select from in order to find the right system vendor for the ERP and implementation partner. The Authority has asked that the JWG help to oversee the implementation of the new system and continue with change management and future training needs of the Authority as the system is implemented. Additional phases and system functionality are anticipated and the JWG will assist the Authority in developing a roadmap for additional phases in the future.

**Project
Timeframe**

The project initiated November 2014 and the planning and design phase was completed in September 2016. The implementation initiated in December 2016 is currently on-going.

Additionally, members of the proposed team have been part of the following projects:

Tampa International Airport – Shared Tenant Services Business Plan
Las Vegas McCarran International Airport – Business Process Reengineering (BPR) for Enterprise Resource Planning (ERP) Integration – Asset Management System Requirements
Metropolitan Washington Airports Authority (MWAA) – Enterprise Resource Planning (ERP) Implementation Program - Business Process Reengineering (BPR) System Requirements for implementation of Authority Wide Computerized Maintenance Management System (CMMS) and Document Control System
Cincinnati-Northern Kentucky International Airport – IT Strategic Plan
San Antonio International Airport – IT Support Plan

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



Item 4 – “IT Infrastructure Design”

Members of the JWG Team have been performing IT infrastructure design related services for Airports since 1996 and has served as a principal industry leader in this service area. In addition to their years of experience, JWG Team members have achieved industry certifications including BICSI Registered Communications Distribution Designer (RCDD), Cisco Certified Network Professional (CCNP), Cisco Certified Design Professional (CCDP), Certified Wireless Network Administrator (CWNA), Certified Wireless Security Professional (CWSP), National Association of Radio and Television Engineers (NARTE), and Professional Engineer (PE). The JWG Team’s experience with IT infrastructure design pertains to not only the technical issues but also the policies, procedures, and political implications that are unique to the aviation industry which require the level of expertise and insight that JWG Team members can provide to the DoA. The following provides a current and completed project reference for projects related to IT infrastructure design:



Aviation Project Profile (Current)

Salt Lake City International Airport

Terminal Redevelopment Program

Client Contact Information:

Salt Lake City Department of Airports
Mr. Ed Cherry, Chief Information Officer
AMF Box 22084
Salt Lake City, Utah 84122
Office: (801) 575-2915
Email: edwin.cherry@slcgov.com

Respondent’s Role:

The JW Group is a subcontractor to KRBA on this project and is coordinating with numerous other firms as part of the overall program.

Roles and Responsibilities of Key Personnel:

Jim Willis – Program Manager – Special Systems
Pat Geisler – Wireless and Radio Design
Han Pak – Lead Network Design
Jack Walfish – Network Design, PCI Compliance
Derek McMillan – Communications Cabling Design
Mike Mann – Access Control and Visual Surveillance Design

Project Budget:

\$1,480,000 (design) \$28,000,000 Construction (Special Systems)



**Brief Description of
Project Components**

Overview:

The Terminal Redevelopment Program (TRP) consists of a new terminal complex to replace the existing obsolete facilities with a next generation airport. JWG is responsible for performing all design, phasing coordination, and planning associated with the special systems included in the program. The technology and systems designed and supported as part of this effort include the communications infrastructure (fiber optic and copper cabling), local area networks, Electronic Visual Information Display System, Common/Shared Use Passenger Processing, Access Control and Visual Surveillance systems, Automated Passport Control, Common Use Self-Service, Cellular Distributed Antenna System, wireless networks for operational, tenant, and public use, Resource Management System, Airport Operational Database, telephony, and a Computerized Maintenance Management System. Design and construction documentation, as well as construction cost estimates were developed for all associated technology and systems.

Methodologies:

The overall program consists of a multi-discipline team that includes architects, engineers, planners, schedulers, and cost estimators and follows a traditional Construction Manager at Risk (CMAR) process, where construction documentation is developed in an overall coordinated effort. From a special systems approach, JWG included the Airport's end users of the systems and infrastructure as key stakeholders throughout all phases of the design effort. In developing the schematic design, workshops were held with airport staff to identify all system and infrastructure requirements as well as on-going maintenance and support requirements. These requirements were then factored into the design effort and design review workshops were held at all design major milestones (30%, 60%, 90%, Final). Additionally, JWG facilitated weekly project meetings with the airport stakeholders to address any and all issues related to the design, monitor progress, and identify additional coordination efforts with other designers (e.g. HVAC requirements for the data center).

Facilitation of Input:

The project approach included input and feedback from key Airport stakeholders throughout the entire process. In addition to major milestone review workshops, JWG facilitated weekly coordination meetings with the Airport staff to gather input and to ensure the project was tracking in the right direction. Weekly agendas were developed for the coordination



meetings to strategically address all outstanding design related issues. If the agenda topics required input from other designers such as the architect, mechanical, or electrical designer, these designers were invited to participate. The result of these weekly coordination meetings was an on-going “open items” list that was used to track issues, define the responsible parties, and ensure that all items were addressed prior to the final construction documentation.

Challenges and Resolution:

The team assembled to perform the tasks associated with the TRP consisted of a Program Management Team (PMT), A/E team, and JWG/KRBA as the Special Systems Design Firm. The Airport recognized the importance of technology as related to a new next generation airport resulting in the only discipline to be contracted separately. With this approach being unique to the typical design process, specific lines of responsibilities were developed between the A/E team and JWG/KRBA. For example, the A/E team designed the ductbank and building conduit pathway based on our fiber optic and copper cabling design. As the sole design firm, coordination and close integration with the PMT and A/E team was required for the project to be successful. Additionally, the program includes the construction of a completely new airport in the footprint of the existing airport. This has required careful coordination and planning to develop a phasing and migration plan for systems and supporting infrastructure that aligns with the construction effort and minimizes/eliminates any impact to airport and tenant operations. JWG has coordinated with the CMAR to develop communications infrastructure phasing and sequencing plans that align with construction activities to support this.

Project Results and Impacts:

The project is currently in the initial phase of construction and the terminal and concourse construction is anticipated to begin in 2017. Initial enabling projects have been successfully completed that provide temporary communications infrastructure to support the overall construction effort. It is anticipated that construction activities will continue through 2024.

Project Timeframe:

Primary facilities design was initiated July 2014 and was completed in November 2016. Construction activities are anticipated to continue through 2024.



Aviation Project Profile (Completed)

Memphis International Airport

**Security System and Communications
Infrastructure Upgrade Project**

**Client Contact
Information:**

Memphis-Shelby County International Airport
Jarrett Morgan, Director of Information Technology
2491 Winchester Road, RD#113
Memphis, TN 38116
Phone: (901) 922-0107
Email: jarrettm@mscaa.com

Respondent's Role:

The Faith Group – Prime Contractor
The JW Group – Sub Contractor

**Roles and
Responsibilities of Key
Personnel:**

Faith Varwig – Project Manager
Jim Willis – Lead Design (communications infrastructure)
Han Pak – Sr. Designer (communications infrastructure)
Jack Walfish – Sr. Designer (Local Area Network)

Project Budget:

Design - \$215,000
Construction - \$2.1M

**Brief Description of
Project Components**

Overview:

The Security System and Communications Infrastructure Upgrade Project consisted of a complete modernization of the Security System and Communications Infrastructure for the airport. JWG was responsible for the development of a new communications infrastructure to support the Security System Upgrade. The communications infrastructure included communications rooms, fiber optic backbone cabling, Cisco enterprise network, and supporting infrastructure. Included in the scope of work was the development of a Basis of Design, Design Development Documentation, and Construction Documentation detailing equipment specifications, infrastructure and network drawings, rack elevations, and cost estimates. JWG also provided construction administration services to oversee the implementation of the new communications infrastructure to ensure conformance to the contract documentation



Methodologies:

The overall program included several design team representatives including architects, mechanical engineers, electrical engineers, security designers and communications infrastructure designers. This required close coordination from all the team members to provide a unified approach that resulted in an integrated set of design documentation. The team also included the Airport's end users of the systems and infrastructure as key stakeholders throughout all phases of the design effort to identify current and future requirements and to establish preferred design standards. In developing the schematic design, workshops were held with airport staff to identify all system and infrastructure requirements as well as on-going maintenance and support requirements. These requirements were then factored into the design effort and design review workshops were held at all design major milestones (30%, 60%, 90%, Final). Additionally, the team facilitated weekly project design meetings with all project stakeholders to address any and all issues related to the design, monitor progress, and identify additional coordination efforts.

Facilitation of Input:

The project approach included input and feedback from key project stakeholders throughout the entire process. In addition to major milestone review workshops, JWG facilitated weekly coordination meetings with the Airport staff and all design team members to gather input and to ensure the project was tracking in the right direction. Weekly agendas were developed for the coordination meetings to strategically address all outstanding design related issues. The result of these weekly coordination meetings was an on-going "open items" list that was used to track issues, define the responsible parties, and ensure that all items were addressed prior to the final construction documentation.

Challenges and Resolution:

The Security System and Communications Infrastructure Upgrade Project required the development of a complete structured cabling system at an airport that was designed in the 1960s. The original design and existing conditions of the airport did not consider the requirements of communications rooms, routing infrastructure, and MEP requirements of today's technology systems. As such, JWG coordinated with the engineering, planning and properties departments to identify new spaces that could be utilized for the build out of new communications rooms. With many spaces leased to airport tenants, this required numerous coordination sessions with all stakeholders to identify adequate spaces. Additionally, coordination to



ensure that MEP requirements could be met was an on-going project challenge that was addressed through our weekly coordination meetings.

Project Results and Impacts:

The project resulted in the establishment a unified communications infrastructure that supported the security system upgrade project. In addition to supporting this project, the implemented communications infrastructure is now being used to support all low voltage system's interconnectivity throughout the campus for both airport and tenant systems. An example of this was the Airport's MUFIDS and Distributed Antenna System projects. These projects were able to utilize this infrastructure for their interconnectivity requirements, eliminating the cost of installing additional communications infrastructure components.

Project Timeframe: The project was initiated in January 2011 and was completed in March 2013

Additionally, members of the proposed team have been part of the following projects that included IT communications infrastructure design related services:

LIT – CCTV Expansion
YYC – International Facilities Project
CHS – Terminal Renovations and Improvements Project
CLT – Consulting Services for South Campus Fiber Project
DTW – CCTV System Improvement
DTW – North Terminal Redevelopment Project
LAX – TBIT Renovation Project
MSP – LAN Upgrade Project
BNA – Shared Cabling
PHX – Communications Infrastructure Enhancements
RNO – Terminal Refurbishment Project / Consolidated Security Checkpoint of the Future (CSCF)
RIC – Communications Infrastructure Enhancements
SLC – Airport Operations Center
SAT – IT Modernization and Infrastructure Assessment
SJC – Airport Expansion Program
RSW – MUFIDS/PCI Network Development
World Trade Center – Site Wide Communications Network

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



Item 5 – “Cyber and Physical Security Analysis”

Security is a top concern at all airports across the world and as an industry leader the JWG Team has the necessary experience and industry expert Team members required to ensure that ABIA remains a secure and safe facility. In addition to their years of industry experience, the JWG Team members also have achieved certifications as a Certified Protection Professional (CPP), Physical Security Professional (PSP), and Certified Information Systems Security Professional (CISSP). Likewise given the importance of Cyber Security in today’s environment, the JWG Team has specialists capable of assessing threats and vulnerabilities to the DoA’s network environment and develop plans to ensure business continuity, compliance and emergency response. With over twenty years of experience in the design and implementation of security systems, the JWG Team has the intimate knowledge of security systems’ capabilities and best practices enabling them to provide the DoA with a high level of analysis of its existing security systems and planning and design documentation for the future. The following provides a current and completed project reference for projects related to cyber and physical security analysis:



Aviation Project Profile (Current)

Denver International Airport

Cyber Security Support

Client Contact Information:	City of Denver Tim Coogan – Chief Information Security Officer Denver International Airport 1715 Technologies 8500 Pena Blvd, Denver, CO 80249 Office: 303-342-2000 Email: Tim.coogan@flydenver.com
Respondent’s Role:	Revision is the Prime Contractor for this project
Roles and Responsibilities of Key Personnel:	Steve Maciejewski – Program Manager
Project Budget:	\$214,000



**Brief Description
of Project
Components**

Overview:

Team members integrated DEN Technology Roadmaps past, present and proposed to demonstrate technology improvements made to-date and the impact to risk over time. Final deliverable is a 3-year strategic vision that continues to reduce the cyber risk to DIA. DEN will provide the team with a list of 8 – 10 maintenance and operations assessments that need to be completed for various groups such as: HVAC, Trains, runway lights, speakers, de-icing, noise sensors, etc. reVision will use a security maturity assessment methodology to identify any issues, risks, or operations process, procedures or best practices that Cyber can provide a positive impact on. The team will perform a (C2M2) Cybersecurity Capability Maturity Model assessment on the current Cyber program to establish a baseline and provide a measurable path forward for risk reduction and spending.

Methodologies:

The methodology used is a blend of Agile and Waterfall that meets the need of this particular Client to measure and adjust during the project lifecycle by introducing business specific milestones.

Facilitation of Input:

The business requirements were gathered through a limited number of visioning sessions with staff to ensure an un-encumbered path to provide a meaningful plan and proposal in the form of a statement of work with a work breakdown structure.

Challenges and Resolution:

The primary challenge is to form a plan to engage a relatively new team of operatives and specialists and provide mentoring to a CISO to take advantage of the renewed team model. The plan has achieved success at each milestone to date.

Project Results and Impacts:

The project results and impacts can be delivered in examples at the completion of the engagement.

**Project
Timeframe:**

The project initiated September 2016 and is anticipated to conclude in July 2017



Aviation Project Profile (Completed)

Port of Tampa Bay

Cyber Security Assessment and Analysis Report

Client Contact Information:

Port of Tampa Bay
Ken Washington, CGCIO, MCSE, CNE, Vice President & Chief Information Officer
1101 Channelside Drive, Tampa, FL 33602
Office: 813.905.5100
Email: klw@tampaport.com

Respondent's Role:

Prime Contractor

Roles and Responsibilities of Key Personnel:

Mike Mann – Project Manager
Pat Geisler – Subject Matter Expert

Project Budget:

\$98,100

Brief Description of Project Components

Overview:

The purpose of this project was to provide findings and details for a Cyber Security and Risk Management Assessment per the guidelines of the National Institute for Standards and Technology (NIST) Special Publications.

Methodologies:

The JWG Team along with our client selected to use NIST special Publications framework to provide a baseline for the assessment. NIST Special Publications are the flagship standards and guidelines utilized by the highest levels of federal government for information security. Developed by NIST in response to the Federal Information Security Modernization Act (FISMA). The purpose of Special Publications is to provide guidance for an integrated, organization-wide program for managing information security risk to organizational operations (i.e., mission, functions, image, and reputation), organizational assets, individuals, other organizations, and the Nation resulting from the operation and use of information systems. Special Publications provides a structured, yet flexible approach for managing risk that is intentionally broad-based, with the specific details of assessing, responding to, and monitoring risk on an ongoing basis provided by other supporting NIST security standards and guidelines.



PTB selected to participate in this type of assessment, and in doing so recognizes this assessment as rigorous and stringent. The NIST Special Publications are considered the highest level testing and assessment offered by our Federal Government, the “Gold Standard”.

The TTA Team utilized the following NIST Special Publications (SP) to execute this project:

- (SP) 800-39, “Managing Information Security Risk”
- (SP) 800-53 “Security and Privacy Controls for Federal Information Systems and Organizations”
- (SP) 800-30 “Guide for Conducting Risk Assessments”

These Special Publications provide the guidance to address the management of information security and the related risk derived from or associated with the operation and use of information systems and environments in which those systems operate.

Facilitation of Input:

This assessment process began with categorization of the system per NIST SP 800-59, “Guideline for Identifying an Information System as a National Security System”, Federal Information Processing Standard (FIPS) Publication 199, “Standards for Security Categorization of Federal Information and Information Systems”, the Committee on National Security Systems (CNSS) Instruction No. 1253, “Security Categorization and Control Selection for National Security Systems”, and NIST SP 800-60, “Guide for Mapping Types of Information and Information Systems to Security Categories. The JWG team performed in person on-site discussion with PTB Staff and Stakeholders about the types of data being processed, threats to the system, and impact of those threats. it was determined and agreed upon by the JWG Team and PTB Team that the following categorization levels and process shall be applied to the system for the Baseline of the report:

Challenges and Resolution:

With any analysis, it is crucial to understand the client’s business environment and IT systems environment. Often it is a challenge to gather the whole picture of an organizations IT environment to properly apply the analysis tools against. The JWG team has found the only way to achieve “getting all the information” is spending time with staff and asking investigative questions. Often through conversation, unknown small but important details present themselves providing a more accurate analysis for our clients.



Project Results and Impacts:

As a result of the analysis, we provide the impacts of all findings, detailed summaries, and remediation tasks to the client. For the PTB project we also conducted an executive staff briefing of high level findings, summaries and remediation. The result of meeting and project led to full executive “buy-in” for the support of IT and the importance of the Cyber Space. Many recommendations have been acted upon, and future funding was approved to continue to reduce PTB’s cyber risk.

Project Timeframe:

The project initiated May 2016 and concluded July 2016.

Additionally, members of the proposed team have been part of the following projects:

LIT – CCTV Expansion
CHS – PCI & Communications Infrastructure Analysis
DTW – CCTV System Improvement
DTW – Security and Infrastructure Master Plan
DTW – Security Systems and Network Upgrade, Phase 1
FLL – PCI Scoping and Gap Analysis
FLL – New VMS & ACS
GPT – ACS Preliminary Assessment
GPT – ACS Upgrade
ATL – IT and Security Master Plan (Phases 1 and 2)
MEM – Security System Upgrade Project
MSP – On-Call Service Technology and Security Systems
MCO – TSA CCTV Checkpoint Reconfiguration
SFB – Security Planning Project
PHL – Security Master Plan and ASC Upgrade (3 Phases)
PHL – ACS Upgrade
PHL – CCTV Upgrade Phase 1
RNO – Terminal Refurbishment Project / Consolidated Security Checkpoint of the Future (CSCF)
SLC – Continuity of Operations Plan & CCTV Upgrade
SLC – CCTV Expansion Project
RSW – MUFIDS/PCI Network

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



Item 6 – “Strategic planning, guided implementation, and updating of the existing ITMP”

The JWG Team has more than 20 years of experience developing planning deliverables to airport clients with over 25 IT Strategic Planning and Master Plans completed and key members our proposed team are considered industry leaders for Airport IT Strategic and Master Planning. Our team member’s experience includes the aviation industries first IT Master Plan in 1996 and continuous development of planning documentation for our aviation clients. In many cases the JWG Team has returned to previous airport clients to provide updates to a previous plan that was completed by JWG Team members in past years. This illustrates the commitment that JWG Team has to see their clients through not only the development of the planning documents, but also the implementation of its recommendations for the future. The following provides a current and completed project reference for projects related to IT strategic planning and guided implementations:



Aviation Project Profile (Current)

Orlando International Airport

Information Technology Master Plan (ITMP) Update

Client Contact Information:

Greater Orlando Airport Authority
John Newsome, Director of Information Technology
1 Airport Blvd
Orlando, FL 32827-4328
Office: 407.701.1306
Email: jnewsome@goaa.org

Respondent’s Role:

Faith Group – Prime Contractor
The JW Group – Subcontractor to Faith Group

Roles and Responsibilities of Key Personnel:

Faith Varwig – Principal in Charge
Zach Varwig – Project Manager
Sal Mazzola – Sr. Security Designer
Jim Willis – Subject Matter Expert
Steve Ritter – Subject Matter Expert

Project Budget:

\$250,000

Brief Description of Project Components

Overview:

The overall services contract includes industry research, IT master planning, concept development, system specifications, architecture, project management and construction commissioning services. The team completed the original IT Master Plan (ITMP) for the Airport,



followed by a refresh in 2012 and is currently working on a third ITMP update.

Methodologies:

The team has completed multiple projects at MCO and has employed different methodologies for delivery depending on the requirements. For the ITMP, it was determined at the beginning that airport staff would require an update on current industry trends. The team facilitated an industry day, which presented future-focused topics to the Airport, and then held a workshop where new ideas were generated for use. Themes were extracted from this meeting and applied to recommendations for the Airport.

Facilitation of Input:

Through the workshop described above, and additional stakeholder meetings, the Faith Group Team gathered feedback on a departmental basis, which informed the recommendations for each user group.

Challenges and Resolution:

The Airport has an ambitious capital program on-going, which includes building a new airport terminal to the south of the current main terminal, referred to as the "STC." Decisions made for the STC will impact the overall IT environment of the airport, and the ITMP is focused on incorporating that new environment. It has resulted in recommendations related to the overall network architecture, and the on-going support structure for both facilities.

Project Results and Impacts:

The ITMP is still on-going in its development; however, ultimately it will set the stage for the integration of all new systems in the STC into the overall airport environment. The document will also chart the course for enterprise applications and build a new service model for the application architecture of the Airport.

Project Timeframe:

The project initiated in June 2016 and is currently ongoing.



Aviation Project Profile (Completed)

Memphis International Airport

Information Technology Master Plan (ITMP)

Client Contact Information:

Memphis-Shelby County Airport Authority
Jarrett Morgan IT Division
2941 Winchester Road, Suite 113
Memphis, TN 38116
Office: (901)922-0107
Email: jarrettm@mscaa.com

Respondent's Role:

Faith Group – Prime Contractor
The JW Group – Subcontractor to Faith Group

Roles and Responsibilities of Key Personnel:

Faith Varwig – Project Manager
Jack Walfish – Subject Matter Expert
Jim Willis – Subject Matter Expert
Steve Ritter – Subject Matter Expert
Han Pak – Subject Matter Expert
Zach Varwig – Subject Matter Expert

Project Budget:

\$350,000

Brief Description of Project Components

Overview:

The JW Group was part of team responsible for the development of an Information Technology Master Plan for the Memphis Shelby County Airport Authority (MSCAA). The ITMP included a current conditions report, industry best practices, gap analysis, system and staffing recommendations, and financial analysis. Included in the ITMP were airport communications and IT systems, airline and airside operations systems, airport landside operations systems, airport safety and security systems, airport facilities and maintenance systems, airport development systems, and airport administrative systems.



Methodologies:

The team utilized a proven methodology for the development of the ITMP that has been utilized in the development of numerous planning documents as well as updates to existing documents. This approach addressed several key issues including 1) identification of overall business and operational goals and objectives, 2) validation of the current state of technology and systems in place, 3) development of key performance indicators, 4) validation of current and planned business processes that would benefit through changes in technology, 5) identification of new technologies and revenue opportunities, 6) a review of O&M best practices, strategies, and costs, and 7) outreach to all applicable stakeholders including Airport staff, tenants, service providers, and outside entities (DHS, FAA, etc.). Gathering input through these elements were used to develop a clear technology “roadmap” that was aligned with the business and operational goals as well as the five-year Capital Improvement Plan (CIP).

Facilitation of Input:

The project approach included input and feedback from key stakeholders throughout the process. As part of the existing conditions (discovery) analysis, stakeholders were interviewed to identify and document existing conditions, processes and procedures utilized, desires for improvements associated with technologies, and interface/integration requirements. In addition to individual interviews, review workshops at key project milestones to review collected information, address any discrepancies, discuss future stages, and to ensure the project is tracking in accordance with all stakeholder expectations.

Challenges and Resolution:

The challenges associated with this project were mainly associated with various stakeholder perceptions and expectations relating to the prioritization of recommended enhancements. This is typical in these types of projects as various departments have different needs and desires relating to technologies, processes, and procedures and are primarily focused on their specific department’s duties and responsibilities.



Project Results and Impacts:

This project resulted in an Information Technology Strategic Plan for a planning period of five years. The plan included recommended projects to be implemented as well as rough order cost estimates, project dependencies, anticipated implementation durations, and associated maintenance, support, and staffing requirements.

Project Timeframe:

The project initiated in June 2012 and concluded in September 2013.

Additionally, members of the proposed team have been part of the following projects:

AUS – Information Technology Master Plan
CVG – Information Technology Master Plan
CLE – Information Technology Master Plan
DTW – Security and Infrastructure Master Plan
HAS – Common Use Passenger Processing Master Plan
ATL – IT and Security Master Plan
BFI – Information Technology Master Plan
OAK – Information Technology Master Plan
PDX – Airport Technology Master Plan
SLC – Information Technology Master Plan and On-Call Services
SAT – Information Technology Master Plan
SAN – Information Technology Master Plan and Common Use Business Case Master Plan
SJC – Airport Expansion Program Strategy and Recommendations
SFB – Security Planning Project
TPA – Common Use Passenger Processing Master Plan (Phase 1)
TPA – Common Use Passenger Processing Master Plan (Phase 2)
TUS – Information Technology & Telecommunications (IT&T) Master Plan

Furthermore, beyond this project experience, refer to Section 3 – “Other References” for a significant number of additional applicable project references.



3. **Other References and Statement of Qualifications:**

The following table describes the JWG Team's experience and applicable project experience with the technologies listed in the Request for Qualification Statements documentation:

WIRELESS TECHNOLOGIES	The proposed project team has experience in wireless technologies ranging from planning and design of wireless local area networks for passenger and airport tenants, development of pricing methodologies for wireless services provided as an extension of airport shared tenant services programs, and implementation oversight and troubleshooting of wireless LAN installations. This experience includes inside building systems as well as campus-wide exterior WLAN installations. Supporting the cellular and operational radio element of wireless technologies, the proposed team has experience in the planning and design of distributed antenna systems that support both operational trunked radio as well as cellular elements. Additionally, the team's experience with distributed antenna systems includes development of business and operational models and request for proposal documentation for 3rd parties to perform the final design, implementation, and on-going maintenance and support through a concessionaire type agreement.
• Minneapolis-St. Paul International Airport – Wireless Network Control Program • Salt Lake City International Airport – Terminal Redevelopment Program • Salt Lake City International Airport – Airport Operations Center • San Antonio International Airport – New Terminal B • Sacramento International Airport – Terminal Modernization Project • John F. Kennedy International Airport – Radio Systems Design • George Bush Intercontinental Airport – Federal Inspections Building • Port of Galveston, TX – Security Network Infrastructure • Port Tampa Bay – Wireless Network Backhaul • Orlando International Airport – On-Call Services contract, Mobile Applications Development/RTLS • Memphis International Airport – Wi-Fi and DAS Analysis and Procurement • Clinton National Airport – DAS Analysis and Construction Support • Denver International Airport – Concourse B Wi-Fi Survey and Analysis • Tucson International Airport – Radio and DAS Analysis	



VIDEO TECHNOLOGIES AND ANALYTICS

The proposed team has expertise and experience in video technologies and analytics ranging from traditional visual surveillance systems (aka CCTV) that perform operational and security functions at airports to video systems that provide information to the traveling public in the form of flight related information (FIDS, BIDS, GIDS), dynamic directional wayfinding information, advertising, and integrated audio/visual paging. This experience includes the initial planning and business case development for specific technologies and projects, through the design process where functional, performance, and design specifications are developed, as well as support during the implementation and commissioning process.

- **Salt Lake City International Airport** – Terminal Redevelopment Program
- **Salt Lake City International Airport** – Airport Operations Center
- **San Antonio International Airport** – New Terminal B
- **San Antonio International Airport** – Terminal 1 MUFIDS Upgrade
- **Detroit-Wayne County Metropolitan International Airport** – North Terminal Redevelopment
- **Port of Galveston, TX** – Security Systems Expansion
- **Santa Barbara Municipal Airport** – New Terminal Building
- **Las Vegas McCarran International Airport** – Terminal 3
- **William P. Hobby Airport** – Central Concourse
- **William P. Hobby Airport** – Ticketing Building Renovation
- **George Bush Intercontinental Airport** – Federal Inspections Building
- **General Mitchell International Airport** – Surveillance System Upgrade
- **Gerald R. Ford International Airport** – Security Systems Improvements
- **Jackson Evers International Airport** – Improvements to the Airport Security & Access Control systems and IT Infrastructure and Network Systems
- **Southwest Florida International Airport** – FIDS and Wayfinding Upgrades
- **Reno-Tahoe International Airport** – FIDS and Public Address/Fire Annunciation System Upgrades
- **El Paso International Airport** – EVIDS Upgrades
- **Minneapolis International Airport** – Checkpoint Upgrade
- **John Wayne Airport** – MUFIDS Implementation
- **Bob Hope Airport** – EVIDS Implementation
- **Atlanta-Hartsfield International Airport** – MUFIDS Planning
- **Chhatrapati Shivaji International Airport, Mumbai, India** - Video and Analytics design
- **Baltimore Washington International Airport** - Vehicle Gate Security Planning
- **Kansas City International Airport** - MUFIDS Implementation
- **San Francisco International Terminal** - MUFIDS Implementation



UNIFIED COMMUNICATIONS

The proposed project team has longstanding experience with telephony related systems and applications including unified communications. This experience initially included planning, design, and implementation support for legacy telephony systems which was centered around private branch exchange (PBX) technologies. As the industry has evolved, this experience has migrated to IP based and IP/PBX hybrid systems that are more focused on software based solutions and provide “unified” communications solutions that effectively integrate various forms of information transfer including digital messaging, visual messaging, and video conferencing that spans across numerous platforms ranging from traditional handsets, PCs, mobile (smart) devices, tablets, and even smart watches. This experience includes initial planning and business case development, integration of unified communications as part of shared tenant services offerings, development of procurement documentation, and implementation oversight and support.

- **Salt Lake City International Airport** – IT Master Plan
- **Memphis International Airport** – VoIP Analysis and Recommendations
- **Cincinnati-Northern Kentucky International Airport** – VoIP Analysis
- **Detroit Metropolitan International Airport** – Voice Shared Tenant Services Analysis
- **San Jose International Airport** – Airport Expansion Project
- **Tampa International Airport** – Shared Tenant Services Business Plan
- **Denver International Airport** – Unified Communications Program Management
- **Bob Hope International Airport** – Shared Use Voice Services
- **San Antonio International Airport** – Expansion Program

AIRPORT INFORMATION MANAGEMENT SYSTEMS

The proposed project team includes several individuals that have been at the forefront of “systems integration” in the aviation industry since the late 1990’s. The team’s focus on systems integration has been to identify the requirements and realistic goals for the sharing of data and information between systems through combinations of system interfaces, shared database(s), and enterprise service bus and middleware. The approach that has proven successful is to take a targeted approach to integration and focus on system’s integrations/interfaces that support an identified business and/or operational need, while establishing processes and protocols for adding new interfaces/integrations as business and operational needs dictate. Our specific experience in this area includes the initial planning and analysis to identify



	requirements, business process diagrams (including “as-is” and “to-be”) to support the program, development of procurement documentation, and implementation oversight for interface/integration projects.
	• LAWA Tom Bradley International Airport – Renovation Project • Fort Lauderdale-Hollywood International Airport – Airport Information Management System Project • San Jose International Airport – Airport Expansion Project • Salt Lake City International Airport – Terminal Redevelopment Program • Orlando International Airport – IT Master Plan Update • Tampa International Airport – Common Use Master Plan • San Francisco International Airport – International Terminal Expansion • Aeroports de Montreal – Airport Management System Advisory Services • San Francisco International Airport – RFP for Passenger Processing Systems (PPS) • Orlando International Airport – AODB development • Phoenix Sky Harbor International Airport – AOC Event Management System RFP • Denver International Airport – DIA Operations and Maintenance Management Database Consolidation and Integration • Atlantic City International Airport – Integrated Systems Development • Kansas City International Airport – Integrated Systems Solution
MOBILE TECHNOLOGIES	The proposed team’s experience with mobile technologies goes hand in hand with our experience with wireless technologies. This is due to the fact that mobile technologies are dependent on the supporting wireless infrastructure, regardless of whether it is a cellular network or a wireless local area network. For any supporting infrastructure, it is critical to understand, plan, and design for the systems and applications that will utilize the infrastructure. For mobile technologies, the proposed team has experience working with our aviation clients to identify potential uses for mobile technologies and identifying the correct application(s), systems, and supporting infrastructure to ensure that the implementation meets the expectations. The implementation of mobile technologies will typically have an impact on the processes and procedures that are being used by the end users. As such, the proposed team’s approach is to identify the current (as-is) processes and to work with our clients to develop future (to be) processes as well as supporting the change management process.



- **Orlando International Airport** – Mobile Application Development
- **Portland International Airport** – IT Master Plan Update
- **Port of Galveston, TX** – Wireless Mesh Network
- **Salt Lake City International Airport** – Terminal Redevelopment Program
- **San Antonio International Airport** – IT Master Plan, Campus Wireless Mesh Planning
- **Orlando International Airport** – On-Call Services contract, Cares Website Planning, Design and Implementation
- **Calgary International Airport** – Mobile EVIDS Control

BUSINESS INTELLIGENCE

The proposed team has expertise and experience in business intelligence ranging from administrative and airport operational data platforms and database planning through business intelligence data analysis tools. This experience includes back end system integration, along with front end data harvesting and analytics from disparate databases. This experience includes the initial planning and development for data infrastructures and KPIs including operational and situational awareness solutions, administrative and financial performance indicators, and customized reports, trends, and analysis tools. This experience includes intelligent data infrastructure that are living systems, growing to meet each end users operational, simulation, trending, and tracking needs.

- **Portland International Airport** – IT Master Plan Update
- **Phoenix Sky Harbor International Airport** – AOC Event Management System RFP
- **Minneapolis-St. Paul International Airport** – CCTV Upgrade and PSIM
- **Denver International Airport** – Enterprise BI Program Management and BI/DW Design and Implementation
- **Denver International Airport** – Enterprise Strategic Business Analytics and Visualizations Enterprise / TSA Oversight
- **Denver International Airport** – Strategic Business Analytics and Visualizations Financial Division
- **Kansas City International Airport** – Integrated Systems Solution

SYSTEMS MONITORING AND MANAGEMENT

Members of the project team have experience in implementing network monitoring solutions, developing fault tolerant systems with active heartbeats, and with aiding airports in obtaining 24/7 systems and network monitoring services. Additionally our team has experience in developing and proactively managing system life cycle across all platforms at an airport. This work includes maintenance report definition, performance requirement definition, and administrator notification elements. Our team has worked on numerous Airport Integrated Command Centers, which include IT, security, maintenance, facilities and operational



	personnel in an interactive monitoring and management environment.
	• San Antonio International Airport – IT Support Strategic Plan • John Wayne Airport – Solarwinds Implementation • San Antonio International Airport – Airport Integrated Command Center • Gulfport-Biloxi Int'l Airport – Access Control System/Identity Management System Upgrade • Salt Lake City International Airport – Solarwinds implementation
GEOSPATIAL SOLUTIONS	Members of the project team are proficient in the use of ESRI-ArcGIS and the team has provided GIS, as well as GPS, related recommendations as a key component of Computerized Maintenance Management Systems (CMMS) and Asset Management Systems (AMS). This has been on behalf of various airport/authority-wide Enterprise Resource Planning projects where our proposed team members have played critical roles. The recommendations included the ability for airport Operations (OPS) to conduct airside FAA Part-150 safety inspections and to subsequently identify facilities or equipment that require repairs. With the use of hand-held tablets, OPS staff are able to identify specific equipment based on GPS coordinates and to verify the particular part and model number and access how many spares are currently provided in the warehouse. If a part is not in stock or requires further evaluation, a work order can be generated directly from the hand-held tablet. The project team is well versed in the utilization of GIS and has subsequently provided system requirements for other aviation projects and is currently utilizing GIS generated information on existing projects to document as-built and other existing conditions for outside campus-wide utilities. The project team has experience in providing custom geospatial GIS solutions that are tailored to the specific applications that are intended to be used by AUS as well as defining touch-points between the City of Austin's GIS program and the system that will may be adopted specifically for AUS. Alternatively, the project team has used GPS and GIS for developing location specific base maps as part of the development of an airport mobile application which passengers can download to their smartphone. The application then identifies the passenger's present location and



	provides directional assistance to concession spaces, information and gates that are tailored specifically to the passenger's needs.
	• Minneapolis-St. Paul Int'l Airport – On-Call Services, GIS System Development • San Francisco International Airport – Program Management for Airport Security Infrastructure Program, Door/Ductbank Survey Data Collection with GIS Integration • Salt Lake City International Airport – Terminal Redevelopment Program – Phasing & Migration Services for Outside Plant Infrastructure • Las Vegas McCarran International Airport – Business Process Reengineering (BPR) for Enterprise Resource Planning (ERP) Integration – Asset Management System Requirements • Metropolitan Washington Airports Authority (MWAA) Enterprise Resource Planning (ERP) Implementation Program - Business Process Reengineering (BPR) System Requirements for implementation of Authority Wide Computerized Maintenance Management System (CMMS) and Document Control System • Orlando International Airport – Mobile Application Development
INFORMATION SECURITY PROCESSES	The proposed team has expertise and experience in information security processes including system hardening, network protection, and layered defense and active response. Our team includes expertise with PCI standards and understands the recommendations developed by the Airport Council International (ACI). The teams' expertise includes firewalls, intrusion prevention, policy development, annual assessments, management and enforcement. More advanced project solutions include continuous monitoring, detection and reactive response, and alarm logging with core systems decidedly protected. Our team has resources available to direct annual assessment, firewall configuration review, and annual penetration testing. Our experience includes vulnerability reviews, remediation planning and process and improvements roadmap planning and execution.
	• Port Tampa Bay – Cybersecurity Assessment and Penetration Test • Port Fourchon, LA – Cybersecurity Assessment and Penetration Test • Charleston International Airport – Information Security Policies and Procedures • Fort Lauderdale-Hollywood International Airport – PCI-DSS Assessment • Philadelphia International Airport – On-Call Services, Critical Asset Hardening, Security Master Plan • Southwest Florida International Airport – PCI Network Design and CA Services • Oakland International Airport – Cyber Security Planning • Baltimore Washington International Airport – On-Call Services, Disaster Recovery Plan • Denver International Airport – Cyber Security Program Management Support • Denver International Airport – IT Maturity Assessment



BUILDING INFORMATION MANAGEMENT

The proposed team is experienced with the use of Building Information Management (BIM) tools in the planning, design, and implementation phases of projects. Tools such as Revit and other 3D modeling software applications are now the standard design tools utilized by architects and engineers throughout the entire project lifecycle. These tools are utilized during the design to coordinate pathway routes for mechanical, electrical, plumbing, baggage handling systems and the communications infrastructure (conduit and cable tray). This has proven extremely useful when designing the routing of the communications infrastructure pathways within buildings to provide an overall design that is “constructible”. Additionally, component attributes (such as backbone fiber strand count, horizontal cabling end users, cable identifiers, etc.) can now be applied to the model during the design which are ultimately used for “as-built” documentation. This provides contractors with information that is typically not available in an easily usable format and ultimately results in more accurate as-built documentation.

- **Salt Lake City International Airport** – Terminal Redevelopment Program
- **Oakland International Airport** – Dynamic Signage Review/Planning
- **Washington University Medical Center** – Campus Renewal Project
- **San Francisco International Airport** – T1 Redevelopment Boarding Area B
- **Washington Headquarters Service (WHS), Information Technology Management Directorate (ITMD), Pentagon** – Building Information Model (BIM) Proof of Concept

BUILDING AUTOMATION AND MANAGEMENT SYSTEMS

The proposed team’s experience with building automation and management systems ranges from designing the supporting communications infrastructure (cabling and local area network), as these systems have evolved into IP based systems, to the planning, design, and implementation oversight of the building automation, supervisory control and data acquisition (SCADA), and fire detection/alarm systems. As these systems become more sophisticated with expansive capabilities it is important to treat these systems as a “IT” systems that are part of an overall systems integration/interface and data sharing strategy.

- **Salt Lake City International Airport** – Terminal Redevelopment Program
- **Portland International Airport** – IT Master Plan Update
- **Detroit-Wayne County Metropolitan International Airport** – North Terminal Redevelopment
- **Los Angeles International Airport** – Facilities Management System for Midfield Terminal Project
- **San Antonio International Airport** – UPS Upgrade



TECHNICAL INFRASTRUCTURE SYSTEMS

The proposed team's experience and knowledge of technical infrastructure systems dates back to the 1990's where our key project personnel were responsible for design activities related to structured communications infrastructure systems. Our experience includes initial planning and justification for structured infrastructure systems, development of migration planning for structured infrastructure systems, design of all elements of these systems including location of primary and secondary distribution facilities, data centers, communications rooms, routing infrastructures (inside conduit and cable tray, outside ductbank, etc.), active infrastructure components (wired and wireless networks), virtualization strategies, and implementation oversight and acceptance testing. To date, our proposed project team has completed technical infrastructure projects at over 35 national airports.

- **Salt Lake City International Airport** – Terminal Redevelopment Program
- **Salt Lake City International Airport** – Airport Operations Center
- **San Antonio International Airport** – New Terminal B, Communications Infrastructure Upgrade
- **Detroit Metropolitan Wayne County International Airport** – CCTV and Communications Infrastructure Upgrades
- **Orlando International Airport** – Unified Communications Infrastructure Conceptual Design
- **Memphis International Airport** – Communications Infrastructure Upgrade
- **Fort Lauderdale-Hollywood International Airport** – Communications Infrastructure analysis and recommendations
- **Oakland International Airport** – IT Master Plan
- **Jacksonville-Evers International Airport** – Communications Infrastructure Strategic Plan
- **Myrtle Beach International Airport** – New Airport Project
- **Nashville International Airport** – Communications Infrastructure Analysis
- **San Jose International Airport** – Airport Expansion Project
- **Tampa International Airport** – Communications Infrastructure Conceptual Design
- **Phoenix International Airport** – Communications Infrastructure Upgrade and Data Center
- **Portland International Airport** – IT Master Plan
- **Las Vegas International Airport** – Concourse D Design
- **Denver International Airport** – Infrastructure Program Management (Operations)
- **Denver International Airport** – South Campus Data Center Project
- **Denver International Airport** – Concourse A Data Center Project
- **John Wayne Airport** – IT Infrastructure Project
- **Anchorage International Airport** – Terminal A and B Design
- **Dulles International Airport** – Tier II Project



AIRPORT TRUNKED RADIO

Radio communications play a vital role at airports to ensure safe and timely aircraft movement, coordination of ground support personnel and airport staff coordination. The proposed team has extensive experience with radio communications infrastructure at airports. The team's experience includes system design of new trunked radio systems, trunked radio system expansions, repeater sites, base station radios and radio console dispatch systems. Experience includes frequency coordination, coverage surveys, designing antenna mounting structures, lightning protection and grounding, radio equipment rooms.

Additionally, please refer to experience and knowledge described in item A. Wireless Technologies.

- **Salt Lake City International Airport** – Airport Operations Center
- **George Bush Intercontinental Airport** – Radio System Expansion
- **William P. Hobby Airport** – West Ticketing Office Renovations
- **Lambert-St. Louis International Airport** – Radio System Expansion
- **Richmond International Airport** – Terminal Expansion
- **Memphis International Airport** – AOC Upgrades
- **Detroit Metropolitan Airport** – Airport Response Center Development
- **Denver International Airport** – Trunked Radio Replacement Project
- **Tucson International Airport** – Radio and DAS Analysis
- **San Antonio International Airport** – Terminal Expansion Program

PASSENGER AND BAGGAGE PROCESSING

The proposed team includes individuals that have been instrumental in the development of passenger and baggage processing strategies that have been centered around increasing efficiencies and resource utilization to provide an enhanced experience for the traveling public. This experience includes preliminary planning for systems that enhance the processes associated with passenger and baggage processing, analysis of existing conditions with detailed models of how technologies can increase efficiencies and capacities, identification and development of processes, policies, and procedures for the implementation of supporting technologies, design and development of procurement documentation for these technologies, and implementation oversight, system acceptance, and project closeout. Included in this experience is participation in industry forums and groups related to passenger and baggage processing as well as individual outreach to airline properties and



	technical representatives as part of the numerous projects that the team has performed.
	• LAWA Tom Bradley International Airport – Renovation Project • Fort Lauderdale-Hollywood International Airport – Airport Information Management System Project • San Jose International Airport – Airport Expansion Project • Salt Lake City International Airport – Terminal Redevelopment Program • Orlando International Airport – IT Master Plan Update • Tampa International Airport – Common Use Master Plan • San Francisco International Airport – International Terminal Expansion • Portland International Airport – IT Master Plan Update • Cincinnati-Northern Kentucky International Airport – IT Strategic Plan • Little Rock National Airport – Terminal Renovation Project • Jomo Kenyatta International Airport (Kenya) – Conceptual Design Development • Kuwait International Airport (Kuwait) – Master Plan Update • Boston Logan International Airport – Improvements to Terminal B • Denver International Airport – Common Use Upgrade Delivery and Implementation, Service Delivery and IT Service Management, Resource Management System Deployment and Maintenance • George Bush Intercontinental Airport – Common Use • San Antonio International Airport – IT Master Plan • Transportation Research Board – Common Use Best Practice Study • Calgary International Airport – Common Use Design
PARKING REVENUE CONTROL	The proposed team has expertise and experience in parking and revenue control systems, AVI systems, space counting technologies, pay on foot machines, credit card payment, mobile payment, and other payment solutions. As a critical revenue and customer convenience factor at an airport, parking management and proper system operation and ease of traveler interface is imperative. Our teams experience includes vehicle space counting and management through use of loop detectors, infrared sensors, video analytics, gate arms, and variable message signage. This experience includes planning, design and implementation of the parking and revenue system, its PCI-compliant database platform, and entrance and exit lane equipment. This experience also includes planning and implementation of license plate reading and inventory systems.



- **Salt Lake City International Airport** – PARCS Replacement Project
- **Tucson International Airport** – PARCS Replacement Project
- **Orlando International Airport** – IT Master Plan Update
- **Ronald Reagan Washington National Airport** – PARCS Assessment and Design
- **San Antonio International Airport** – Parking System Upgrade Project
- **University Park Airport** – New Parking Garage
- **Denver International Airport** – Program Management Support for the PARCS replacement program and PARCS Technology Roadmap
- **Savannah Hilton Head International Airport** – PARCS Operational and Service Strategy Assessment
- **San Francisco International Airport** – IT Master Plan

GROUND TRANSPORTATION MANAGEMENT

The project team has provided system requirements for automated vehicle identification (AVI) tracking based on both Radio Frequency Identification Devices (RFID) and License Plate Recognition (LPR) technology to identify and track vehicles entering and exiting the airport/terminal area. RFID tags and readers have improved in their technology over the past few years and RFID's can now read vehicles equipped with tags at greater distances and speeds. This reduces the traffic choke points where vehicles previously were required to slow down to allow the system to accurately capture their tag. Long-range readers can now achieve an accurate read on a vehicle traveling at highway speeds at more than 30'. This allows greater flexibility in mounting and positioning of the RFID reader. LPR technologies have advanced in technology and now can accurately capture vehicles with 95% accuracy. Subsequently, the project team has provided system requirements for tracking and identifying public transit arrival times, such as public transit vehicles and passenger transportation system (PTS) for intra-terminal connections. These tracking devices typically rely on GPS to relay their current position, which is then displayed on dynamic signage or through mobile applications that can be viewed in real-time by the passenger. As TNC's are continually gaining in popularity, many airports are still not tracking or allowing TNC's to pick-up passengers at the airport thus losing another major source of non-aeronautical revenues. With the use of a third-party geofencing application that utilizes smartphone GPS technology to define a geographical boundary and track where a vehicle is located and when a vehicle enters and leaves the defined boundary area. Since the TNC's already use their mobile application to convey location information to customers, the same information is also provided to the airport as part of the



	TNC's user agreement with the airport. As part of the agreement, the TNC's agree to provide transaction information to the airport tracking system whereas every time a TNC enters or leaves the boundary or drops-off or picks-up a customer the TNC sends a notification to the tracking system. The TNC's then compensates the airport monthly for each TNC entry/exit. The information can also be used for landside traffic enforcement to ensure that TNC's are correctly reporting transactions and are adhering to traffic laws and airport regulations. With a geofencing application the airport has the advantage of quickly implementing a program that can track TNC's without the need of installing costly equipment that is required for AVI systems that are based on RFID / LPR technology.
	• Orlando International Airport – Information Technology (IT) Master Plan Update • Denver International Airport – Business Intelligence/Data Warehouse solution for DIA Parking and Ground Transportation Management Organization • Charlotte International Airport – On-Call Services, Valet Parking Implementation • San Jose International Airport – IT Master Plan • San Francisco International Airport – AVI and Ground Transportation Planning • George Bush Intercontinental Airport – AVI, Ground Transportation, MUFIDS Study
PATRON LOYALTY PROGRAMS	The proposed team has expertise and experience in patron loyalty programs, frequent parking, and frequent shopper programs. This includes the development of business models, identifying and negotiating with program vendors, and defining technology platform and software requirements. This work is also combined with mobile application development services to provide frequent users an improved mobile experience. Our experience includes investigation of integration with other existing programs to increase end user adoption. This work also includes ongoing development of user retention and reward program.
	• Cincinnati-Northern Kentucky International Airport – IT Strategic Plan • Orlando International Airport – On-Call Services contract, Mobile Applications Development • Reagan National Airport - PARCS Project • Tucson International Airport - PARCS Implementation • San Francisco International Airport – IT Master Plan



POINT-OF-SALE SYSTEMS AND INTEGRATION

The proposed team has experience in POS systems from passive infrastructure through end user interface, integration, and software. This experience includes addressing these systems within a PCI compliant framework. This work includes requirement development such as common reporting, e-commerce interfaces, multi-location management, and integration of multiple business types. This experience includes ensuring the undergirding infrastructure, network, and system elements are in place to support the POS and integrated services.

- **San Antonio International Airport** – Terminal Expansion Program
- **Richmond International Airport** – IT Strategic Plan
- **Bob Hope Airport** – Ticket Counter POS

COMPUTER BASED TRAINING SYSTEMS

The proposed team has experience in developing requirements for computer-based training (CBT) platforms including security, operational, and safety training. This work includes both web-based and local server application based training. This work includes development of training course requirements. This experience includes development of system technology platform requirements, software requirements, and external interface elements.

- **San Antonio International Airport** – Badging System Implementation



The following table provides reference projects where the JWG Team has provided services associated with the specific commercial product that is currently in use at ABIA:

COMMERCIAL PRODUCTS	AIRPORT NAME – PROJECT
GCR Airport IQ Airport Business Manager	• Atlanta International Airport – IT Master Plan • Eppley Airfield, Omaha, Nebraska – Enterprise Resource Planning Project
ESRI / Arc GIS	• San Francisco International Airport – Program Management Support Services for the Airport Security Infrastructure Program (ASIP) • Orlando International Airport – IT Master Plan • Orlando International Airport – Airport Public Facing Mobile App and Beacon Deployment • Memphis International Airport – IT Master Plan • San José International Airport – Chief Technology Officer and IT Strategic Plan • Dallas/Ft. Worth International Airport – Terminal Renewal and Improvement Project (TRIP)
IBM Maximo	• Orlando International Airport – IT Master Plan, On-Call Services • Baltimore-Washington International Airport – On-Call Services • Atlanta International Airport – IT Master Plan • Boeing Field – IT Master Plan • Denver International Airport – Asset Management Program Support
AirIT Flight Information System	• San Jose International Airport – Airport Expansion Project, Virtual CIO and IT Master Plan • Philadelphia International Airport – MUFIDS Phase II Terminal D/E Expansion • Fort Lauderdale-Hollywood International Airport – AIMS Project • Dallas Love Field – IT Operational & Strategy Assessment • Los Angeles International Airport – Terminals 5 & 6
AirIT Advertising Display System	• Philadelphia International Airport – Terminal D/E Expansion • Fort Lauderdale-Hollywood International Airport – AIMS Project • Dallas Love Field – IT Operational & Strategy Assessment, Love Field Modernization Project (LFMP)
AirIT EASE™ Shared Use Passenger Processing (SUPPS)	• Eagle County Airport – Concourse Renovation and IT Master Plan



	• San Jose International Airport – Airport Expansion Project, Chief Technology Officer and IT Strategic Plan • Philadelphia International Airport – Terminal D/E Expansion • Fort Lauderdale-Hollywood International Airport – AIMS Project • Tampa International Airport – Shared Use Implementation • Houston Intercontinental Airport – Common Use Replacement • Orlando-Sanford International Airport – Terminal Renovations • Myrtle Beach International Airport – New Airport Project • Charlotte-Douglass International Airport – On-Call IT Support (Shared Use Planning) • Little Rock National Airport – Terminal Renovation Project • Phoenix-Mesa International Airport – IT Master Plan • Sacramento International Airport – IT Master Plan
IER Common Use Self-Service (CUSS)	• San Francisco International Airport – Passenger Processing System Procurement • Tampa International Airport – Shared Use and CUSS Implementation • Houston Intercontinental Airport – Common Use Replacement • San Jose International Airport – Airport Expansion Project, Chief Technology Officer and IT Strategic Plan • Fort Lauderdale-Hollywood International Airport – AIMS Project • Bob Hope Airport – CUPPS and CUSS Implementation • John Wayne Airport – Airport Passenger Systems Implementation
AirIT Resource Management System (RMS/AODB)	• San Jose International Airport – Airport Expansion, Virtual CIO and IT Master Plan • Philadelphia International Airport – PHLCUS • Fort Lauderdale-Hollywood International Airport – AIMS Project • Tampa International Airport – Shared Use Implementation • Miami-Dade International Airport – Special Systems Support Analysis • Sacramento International Airport – IT Master Plan • Dallas Love Field - Love Field Modernization Project (LFMP)



	• Los Angeles International Airport – Terminals 5 & 6
Amano McGann iParc Parking Revenue Control System	• Savannah Hilton Head International Airport – PARCS Operational and Service Strategy Assessment
GCR Airport IQ Safety & Operation Compliance (ASOCS)	• Atlanta International Airport – IT Master Plan
Brief Cam Syndex EP	• General Mitchell International Airport – Surveillance System Upgrade • Gerald R. Ford International Airport – Security System Improvements
Genetec Video Management Software	• San Antonio International Airport – New Terminal B Project • San Antonio International Airport – Campus Security Upgrades • Gerald R. Ford International Airport – Security System Improvements • San Diego International Airport – Terminal 2 West • R.L. Worth & Associates Property Management - Security System Strategic Plan
Identity (Hirsch)Velocity Software	• San Antonio International Airport – New Terminal B Project • San Antonio International Airport – Campus Security Upgrades, AICC Project • San Diego International Airport – Terminal 2 West • R.L. Worth & Associates Property Management – Security System Strategic Plan • Orlando International Airport – IT Master Plan
Milestone Xprotect Enterprise Software	• Port Fourchon, LA – Surveillance System Expansion • Eagle County Airport – IT Master Plan
Easy Lobby Software	• San Antonio International Airport – IT Master Plan
Intellikey Hardware and Software	• Memphis International Airport – IT Master Plan • Oakland International Airport – IT Master Plan • Boeing Field – IT Master Plan • Dallas/Ft. Worth International Airport – Terminal Renewal and Improvement Program (TRIP)



Nice Digital Video Recording Systems	• Port Tampa Bay – Radar Surveillance System • Port of Corpus Christi – Security Systems Expansion • Orlando International Airport – CCTV R&R • Orlando International Airport – Checkpoint Camera Expansion • Chhatrapati Shivaji Maharaj International Airport, Mumbai, India – Integrated Security Project • Dallas/Ft. Worth International Airport – Terminal Renewal and Improvement Program (TRIP)
AAAE Computer Based Training	• Oakland International Airport – IT Master Plan • Philadelphia International Airport – On-Call Services
Motor RF Communications (City)	• Salt Lake City International Airport – Airport Operations Center • George Bush Intercontinental Airport – Radio System Expansion • William P. Hobby Airport – West Ticketing Office Renovations • Lambert-St. Louis International Airport – Radio System Expansion • Tucson International Airport – It Master Plan
IED Paging System	• San Antonio International Airport – New Terminal B • Richmond International Airport – Terminal Expansion Project • William P. Hobby Airport – Renovation Project • San Francisco International Airport – Terminal 1 Boarding Area B • Philadelphia International Airport – Multiple projects under our On-Call contract • Salt Lake City International Airport – Terminal Redevelopment Program • William P. Hobby Airport – Central Concourse • George Bush Intercontinental Airport – Federal Inspections Building • Denver International Airport – Paging Operations and Maintenance Support • Norfolk International Airport – Paging Design and Implementation • Phoenix Sky Harbor International Airport – Paging Design • San Diego International Airport – Terminal 2 West • Denver International Airport – Terminal C Expansion • Detroit Metropolitan Airport - North Terminal Redevelopment



	• Dallas/Ft. Worth International Airport – Terminal Renewal and Improvement Program (TRIP) • Los Angeles International Airport – Terminals 2 & 3, Terminals 5 & 6 Projects
Simplex Fire Alarm Monitoring	• Denver International Airport – Data Center Program Management • Jackson International Airport – Network and Infrastructure Upgrades, Security System Upgrade • Community Memorial Hospital – Fire Systems Design • William P. Hobby Airport – West Concourse FIS Expansion • Dallas/Ft. Worth International Airport – Terminal Group Move to PMM
Honeywell EBI Energy Management System	• Minneapolis International Airport – On-Call Services • Anaheim Regional Transportation Intermodal Center (ARTIC) – New Facility Design
Trane Tracer (Central Utility Plant)	• Eagle County Airport – IT Master Plan • Southeast Memorial Hospital – System Design
Powernet Electrical Power Monitoring and Lighting Control	• No project specifically included Powernet solution, however power monitoring systems have been addressed in projects.
Schindler Liftnet Elevator Management System	• No project specifically included Schindler Liftnet solution.
Siemens Airfield Solution / ADB Airfield Lighting System	• Tucson International Airport – IT Master Plan
Siemens Baggage Handling System(s)	• Philadelphia International Airport – Terminal B/C Mini Inline • San Francisco International Airport – International Terminal Building • Dallas-Ft. Worth International Airport – Terminal D Project • San Antonio International Airport – Expansion Program
Mobile Device Management Services (Airwatch)	• No project specifically included Airwatch solution.
Microsoft Windows Operation System Servers	• Ft. Lauderdale International Airport – Integrated Security Systems



(including clusters, virtual servers and blade servers)	• Philadelphia International Airport – Access Control System Upgrade • Philadelphia International Airport – Baggage Handling System • LAWA Tom Bradley International Airport – Renovation Project • Fort Lauderdale-Hollywood International Airport – Airport Information Management System Project • San Jose International Airport – Airport Expansion Project • Denver International Airport – Engineering and O&M support via On Call IT/Staff Augmentation contracts • San Antonio International Airport – IT Master Plan • Dallas Love Field – Love Field Modernization Program (LFMP)
Microsoft SQL Server	• Ft. Lauderdale International Airport – Integrated Security Systems • Philadelphia International Airport – Access Control System Upgrade • Philadelphia International Airport – Baggage Handling System • LAWA Tom Bradley International Airport – Renovation Project • Fort Lauderdale-Hollywood International Airport – Airport Information Management System Project • San Jose International Airport – Airport Expansion Project • Denver International Airport – Engineering and DBA support via On Call IT/Staff Augmentation contracts
Microsoft Share Point	• San Diego International Airport – IT Master Plan • Oakland International Airport – IT Master Plan • Denver International Airport – Implementation, Configuration, Management and O&M support via On Call IT/Staff Augmentation contracts
VMWare	• San Francisco International Airport – Passenger Processing System Procurement • Tampa International Airport – Shared Use Implementation • Houston Intercontinental Airport – Common Use Replacement • San Jose International Airport – Airport Expansion Project • Fort Lauderdale-Hollywood International Airport – AIMS Project



	• Denver International Airport – Implementation, Configuration, Management and O&M support via On Call IT/Staff Augmentation contracts • Dallas Love Field – Love Field Modernization Program (LFMP)
Microsoft Exchange Services	• San Diego International Airport – IT Master Plan • Oakland International Airport – IT Master Plan • Denver International Airport – Implementation, Configuration, Management and O&M support via On Call IT/Staff Augmentation contracts
NEC Phone Switch	• George Bush (Houston) Intercontinental Airport – Shared Tenant Services Program • Baltimore Washington International Airport – On-Call Services
Cisco Unified Communications	• Memphis International Airport – VoIP Analysis and Recommendations • Cincinnati-Northern Kentucky International Airport – VoIP Analysis • Detroit Metropolitan International Airport – Voice Shared Tenant Services Analysis • San Jose International Airport – Airport Expansion Project • Tampa International Airport – Shared Tenant Services Business Plan • Dallas Love Field – Love Field Modernization Program (LFMP)
Cisco Switches, Wireless Controllers, and Access Points	• Little Rock National Airport – CCTV Expansion Project • Southwest Florida International Airport – MUFIDS Upgrade • San Jose International Airport – Airport Expansion Project • San Antonio International Airport – Communications Infrastructure Upgrade Project • Cincinnati-Northern Kentucky International Airport – Administration Office Relocation, VoIP Project • Detroit Metropolitan International Airport – CCTV and Communications Infrastructure Upgrade Project • Fort Lauderdale-Hollywood International Airport – AIMS Project, PCI-DSS Compliance Project • George Bush (Houston) Intercontinental Airport – Common Use Project • LAWA Tom Bradley International Airport – Renovation Project • Orlando International Airport – Wireless STS Analysis Project, ITMP



	• Memphis International Airport – CCTV Upgrade, MUFIDS, ITMP • San Antonio International Airport – Communications Infrastructure Upgrade Project • Tampa International Airport – Communications Infrastructure Upgrade Project, STS Analysis/Business Plan, Common Use Implementation • World Trade Center – Site Wide Network Project • Sacramento International Airport – Terminal Modernization Project • Houston METRO – Security System Program • Port of Jacksonville – Security System Expansion • Dallas Love Field – Love Field Modernization Program (LFMP) • Dallas/Ft. Worth International Airport – Terminal Renewal and Improvement Program (TRIP) • Los Angeles International Airport – Terminal 2 & 3, Terminal 5 & 6 Projects
Solar Winds performance monitoring and trends, control and diagnostics	• Port of Galveston, TX – Network Infrastructure Improvements • Denver International Airport – Monitoring Engineer for this and other monitoring systems via On Call IT/Staff Augmentation contracts • Memphis International Airport – IT Master Plan • John Wayne Airport – Airport Passenger Systems and Network
Software for intrusion prevention, detection, correction and reporting (e.g., Intrusion Prevention Systems (IPS and firewalls))	• Port Tampa Bay – Cybersecurity Assessment • Port Fourchon, LA – Vulnerability and Risk Mitigation Study • Denver International Airport – Monitoring Engineer and other monitoring systems via On Call IT/Staff Augmentation contracts • San Antonio International Airport – Expansion Program • Dallas Love Field – Love Field Modernization Program (LFMP)

*3.1 If Respondent is utilizing subcontractors as part of a team or joint venture (see **Compliance Plan Instruction – The Respondent must meet the 1.43% combined MBE/WBE goals and/or provide Good Faith Efforts Document to support your Effort**), include the methodology and rationale for including each proposed subcontractor on the Respondent’s team. Describe the extent to which the Respondent has worked with each subcontractor in the past.*

The JW Group, Inc. (JWG) understands that supporting the requirements of any on call service contract requires a broad range of capabilities, skill sets, and industry leading expertise to meet the planning, technical, and staffing requirements of the various tasks and services, as well as Client expectations. With that in mind, JWG has assembled a comprehensive team with subject matter experts specializing in aviation-centric technologies, IT business analysis, IT requirements definition, business process analysis and re-engineering, communications infrastructure design, physical and cyber security, and strategic planning and implementation focused on information technologies to support the complex needs of the City of Austin Department of Aviation (DoA). Additionally, many of the proposed team members have specific experience at ABIA and in working with the City of Austin, DoA. One of the primary goals of the proposed team is to provide a flexible environment with overlapping skill sets and capabilities in order to efficiently support the identified requirements of the DoA for each specific task. Although the proposed team includes industry expertise in all of the identified technologies and services identified in the Request for Qualifications documentation, the JWG team brings an unmatched reach into the aviation industry for additional industry expertise that may be required to fulfill any unique or time critical requirements that may be identified throughout the execution of this contract. JWG Team members participate in national and international aviation technology trade organizations and work at other airports across the globe which will provide broad access to virtually any area of required expertise.

The convergence of diverse backgrounds, subject matter technical expertise, industry technological and process understanding and unparalleled experience of all member of the JWG Team will provide the DoA with the most qualified, broadest based experience the industry has to offer.

The JWG Team includes the following subcontractors:

The Faith Group, LLC (The Faith Group) is a full service consulting and engineering firm founded in 2004 working in the aviation industry specializing in the planning and design of security, safety, operational, M/E/P and Information Technology systems. The Faith Group was a member of the JWG Team who recently completed the IT Master Plan for the DoA providing valuable knowledge of the infrastructure and systems currently in operation at ABIA. JWG has worked closely with The Faith Group on over 20 projects for airports across North America since the JWG’s inception with members of the JWG staff having experience working with The Faith Group for over 10 years. In addition to the references provided in Section 2 above, project references for The Faith Group include the following:



Aviation Project Profile (Current)

San Jose International Airport

**Chief Technology Officer Services,
IT Strategic Plan**

Client Contact

City of San Jose

Information:

John Aitkin, Assistant Director of Aviation

San Jose International Airport

San Jose, CA 95112

Office: 408.392.3510

Email: jaitken@sjc.org

Respondent's

Faith Group is the Prime Contractor for this project

Role:

Roles and

Faith Varwig – Principal in Charge

Responsibilities

Sal Mazzola – Senior Systems Consultant

of Key Personnel:

Zach Varwig – Systems Analyst

Project Budget:

\$1,189,000 (5 Years)

Brief Description

Overview:

of Project

Faith Group LLC (FG) provided a Chief Technology Officer (CTO) to establish the overarching vision and direction for information technology at the San José International Airport (SJC) and to manage the evolution of Information Technology operations, while improving the effectiveness of the current staff, contractors, and IT investments.

Components

SJC required high-level IT system stability, department transparency, and leadership based on best practices in this evolving environment. The CTO reports directly to the Assistant Director of Aviation and provides advice to the airport's senior management team. The CTO puts forth and recommends implementation plans to enhance IT best practices, oversees the development of a recommended technology roadmap for the Airport, and makes recommendations to the Assistant Director in overseeing the day-to-day Airport Technology Services (ATS) operations and staff. Additionally, the CTO provides recommendations with regard to the transition to a new outsourced IT services and support model.

This is a leadership position responsible for developing, executing, and maintaining the Strategic Direction for IT implementations and related functions at the Airport, which includes recommendations for the planning, management, coordination and execution of IT strategic goals and objectives that are in alignment with the overall operational and business objectives of the Airport. The CTO position is also



responsible for making recommendations with regard to the research and development of technical solutions as well as on-going support and maintenance of existing department-specific applications and systems. Lastly, the CTO assists and advises the Assistant Director in overseeing a diverse in-house ATS team with varying skills and disciplines in addition to managing contractors and third-party employees.

Methodologies:

Initial work focuses on development of a Technology Strategic Plan to set the course for the next 5+ years. Based on many, previous aviation consulting engagements, proven practices and digital assets are used to advance this work. The work starts by introducing a technology reference model which articulates landside Airport business processes and common technologies applied to support these processes. This planning work leverages a progressive, phased approach for plan development and entails directed work for Initiation, Trends and Best Practices, Existing Conditions, Solutions Options, Strategy and Roadmap, and Closure. This leads the Airport leadership team through a process of understanding where aviation technology is heading, the state of their current environment, and offers specific solution options which ultimately lead to a technology strategy and an initiative roadmap, business plan, and capital requirements going forward.

Stakeholder Input Facilitation:

Once the technology reference model is employed to prioritize project team focus, technology experts are paired with Airport stakeholder engagement teams to work together through each phase of the planning initiative. Through a series of guided workshops, these teams validate current conditions, review current and leading technology capabilities, prioritize solution options, then engage in articulating the costs and benefits of a specific, prioritized set of solutions. These option sets are ultimately prioritized, framed within a technology strategy, aligned with operating and capital budget constraints, then planned for sequential deployment over a period of 5+ years.

Challenges and Resolutions:

The first challenge is to align budget with scope and quality of deliverables. A technology reference model is used to guide stakeholders through a process to prioritize those business functions and technology support capabilities that are most relevant and important for focus by the initiative team. This will minimize consulting costs for work that is the least likely to be funded in the future, and forms the first tier of value engineering.

The second challenge is stakeholder engagement. To facilitate this, stakeholders are involved in workshop sessions, content delivery review opportunities, and engaged to articulate go forward planning for their respective areas of functional responsibility.

The third challenge is decision-making and this is facilitated by a staged process of participation in decision-making. Stakeholder engagement teams are asked to



articulate what technology capabilities are most important to them and what technology solution options will optimize technology capital spending in the next five years. This is facilitated by having the leadership team cast their votes for solution options each of which is framed in advance by the consulting team. This engagement provides valuable input for the Airport Director and Assistant Director to make priority, fact-based decisions about investment focus. These draft decisions are again reviewed with the leadership team to fine-tune the results before a final plan is put in place.

Results and Impacts:

The final result is an agreed-upon roadmap and spending plan for the next five years that will guide the adoption of new or improved technology solutions that are cast within a strategic technology framework, and then offers the Airport a path forward with the ammunition needed to support funding acquisition. This planning is updated annually to adjust a rolling forecast of prospective technology initiatives that are aligned with the Airport Strategic Plan, the Technology Strategic Plan, and the operational exigencies that inevitable arise and may change the course of spending decisions. The Chief Technology Officer position is an ongoing role which helps to guide and inform future technology work, calibrate the technology plan, and activate on call resources when needed to support the future technology strategic direction.

Project

Timeframe:

The project initiated September 2016 and is scheduled to conclude in 2021.



Aviation Project Profile (Design Completed)

Phoenix Sky Harbor International Airport

Command Center Modernization

Client Contact Information:

City of Phoenix
Chad Makovsky, Assistant Aviation Director
Phoenix Sky Harbor International Airport
Phoenix, AZ 85034
Office: 602.790.9905
Email: chad.makovsky@phoenix.gov

Respondent's Role:

Faith Group is the Prime Contractor for this project



**Roles and Responsibilities
of Key Personnel:**

Faith Varwig – Principal in Charge
Sal Mazzola – Senior Systems Consultant
Zach Varwig – Systems Analyst

Project Budget:

\$400,000

**Brief Description of Project
Components**

Overview:

Phoenix Sky Harbor International Airport was interested in exploring operating and space models for a new command center and emergency operations center (EOC). Phase 1 of the project consisted of documenting the existing conditions of the two centers for efficiencies and deficiencies. The next task was to benchmark the airport against other similarly sized airports and research their command centers for best practices. Based on these findings Faith Group has produced a continuity of operations report with various operating models to be considered based on the integration of key department staff, functions and technology. In order to support these recommendations FG developed an IT procurement report documenting approach and requirements for technology for this new command center concept. The philosophy is simple: integrate all functions to be coordinated in a common location, and almost immediately, customer service and operations will experience marked improvement. By consolidating responsibilities in a daily environment in the airport command center, efficiencies will be realized in normal and stressed times. Other tasks conducted by FG included a Threat and Vulnerability Assessment as part of the site selection criteria.

Phase 2 of the project included further development of the Concept of Operations and preparation of an RFP to design and implement a new Event Management System (EMS) capable of resource and information tracking campus wide to support the needs of the new AOC and EOC which will be collocated. The new AOC and EOC is currently under design and expected to be built and occupied in August 2017.

Methodologies:

FG used a series of methodologies in order to understand current and future requirements by interviewing key stakeholders, understanding standard operating procedures day to day process and procedures and the types of Irregular Operations (IROPS) and documenting gaps in the current system to future system needs.

Stakeholder Input Facilitation:

Stakeholders were included throughout the entire planning process to first understand the way they used the current system and to understand performance requirements that were either gapped or did not fit the needs of the users. Stakeholders were also engaged as we documented use cases for procedural flow they system would need to accommodate.



Challenges and Resolutions:

Sometimes when you are helping a client implement a new system they are not sure of what their needs are based on capabilities of current systems. They may not realize how much easier workflow can be so asking them straight forward questions about what they would like you really need to start with what doesn't work for you or did you know you could have this feature and would that help? Having several dialogues helps the client begin to envision the future system and get away from this is how we have always done it. And for some, how it was always done is the solution they want. Recreating their problem and getting to the point where the client begins to verbalize their own issues with resolutions is the best way to change culture.

Results and Impacts:

The RFP was both useful to the client to understand reading the concept of operations documents and several vendors commented it was the most inclusive RFP they have seen which made responding to the needs easier.

Project Timeframe:

The project initiated May 2015 and is scheduled to conclude (construction) in 2017.



Moye Consulting is a WBE technology systems design firm founded in 2002, specializing in fire protection, life safety and integrated IT systems. Moye Consulting is currently working for the DoA on the Terminal and Apron Expansion project. Services being provided by Moye Consulting as part of this project include existing conditions field surveys, demolition documents, communications infrastructure and IT system design and construction documents, and bid analysis and construction phase services. The JWG staff members have past working experience with Moye including Terminal D design at DFW in 2002. Additionally, the inclusion of Moye Consulting on the JWG team provides another firm with recent experience working at ABIA ensuring that ABIA receives a high level of service as a result. Project references for Moye Consulting include the following:



Aviation Project Profile (Completed)

Dallas Love Field

Modernization Program

**Client Contact
Information:**

Corgan Associates, Inc.
Jonathan Massey, AIA, LEED AP
401 North Houston Street, Dallas, TX 75202
Office: 214.757.1702 Email: jonathan.massey@corgan.com

**Respondent's
Role:**

Subcontractor

**Roles and
Responsibilities of
Key Personnel:**

Jan Moye, Principal
Aaron Rose, Design Manager
Whit King, Project Manager
Gene Hodson, Technology/IT Consultant
Troy Frain, Security System Design

Project Budget:

\$519 Million

**Brief Description
of Major Project
Components**

Methodologies:

The Love Field Modernization Program (LFMP) was a seven-year, six-phase, 750,000-SF program to renovate Love Field Airport. The LFMP was envisioned to enable Love Field to be competitive upon the repeal of Wright Amendment in October 2014. The City of Dallas procured a team of consultants to plan, design, and replace the concourse facilities and renovate the facilities at the historic Airport.

The LFMP included a new, 20-gate concourse with 32 food and retail concessions, a new ticketing/check-in hall, an expanded baggage claim hall, and a collection of



new and unique art pieces. Ancillary projects included a new, 100,000-SF air cargo and general utility facility, new program management offices, and the relocation of Dallas Police Department (DPD) facilities and control room. The joint operations facility includes a Dallas police substation, the airport operations group, and the airport electronic systems management group.

Facilitation of Input:

The project required building a new terminal on top of the existing terminal footprint, maintaining airline operations throughout construction.

Challenges and Resolution

Moye Consulting facilitated ongoing meetings with airport stakeholders, service providers, and program management team to coordinate requirements for the relocation of communications rooms and infrastructure in conflict with construction to minimize service interruptions.

Project Results and Impacts

Moye Consulting was selected to plan, design, and oversee construction of the relocation and/or replacement of the Airport's main distribution frame (MDF) housing security system's head-ends and the center-point for much of the terminal's fiber plant. Moye Consulting upgraded the video surveillance system to high-definition (HD) and replacing the EVIDS, including FID/BIDS/GIDS, to a modern, cost-effective content management system. The high-definition system was one of the first 100% HD video installation at a U.S. airport. The project was comprised of more than 18 design packages.

Systems

Premises Wiring Distribution
Voice and Data Network
Cellar DAS Coordination
802.11x Wi-Fi
Access Control and Monitoring
Video Surveillance
Content Management/EVIDS
UHF/VHF Radio
Duress Alarm

Services

Planning/Estimates of Construction Cost
Stakeholder Alignment Work Sessions
Survey and Existing Systems Documentation
Risk Mitigation and Phasing Analysis
Construction Documents Completed in Revit
Construction Phase Services

**Project
Timeframe:**

The project initiated 2009 and was concluded 2014.



Aviation Project Profile (Current)

Dallas/Fort Worth International Airport

TEX Rail Station at Terminal B

Client Contact Information:

Rick Lee, AIA, LEED AP BD+C
HKS, Inc.
Principal and Senior Vice President
Office: 214.329.3217 Email: rlee@hksinc.com

Respondent's Role:

Subcontractor

Roles and Responsibilities of Key Personnel:

Jan Moye, Principal
Aaron Rose, Design Manager
Whit King, Project Manager
Troy Frain, Security System Design

Project Budget:

\$40 Million

Brief Description of Major Project Components

Methodologies:

The Fort Worth Transportation Authority (FWTA) TEX Rail Station is a program that creates a TEX Rail Station in Terminal B to connect the city of Fort Worth with the surrounding Mid-cities to the Dallas/Fort Worth International (DFW) Airport.

Moye Consulting was retained to design and administer upgrades to information technology (IT) infrastructure and systems as part of the rehabilitation and improvement of the 16,500-SF FWTA TEX Rail Station Design at Terminal B.

Facilitation of Input:

The DFW Airport along with owner cities of Dallas and Fort Worth has agreed to provide direct airport rail access by supplementing the existing rail services provided by Dallas Area Rapid Transit (DART) and the Fort Worth Transportation Authority (FWTA). Moye Consulting was involved with all necessary stakeholder meetings to take all comments into consideration and review any concerns. In addition, Moye Consulting facilitated many sessions with stakeholders which included Lessons Learned from the Terminal A DART project, interviews with DPS, ITS, ETAM, and Skylink Operations.



Challenges and Resolution

Systems design includes implementation of two new communications rooms, providing Ethernet coverage to all areas of the station. Voice and data network infrastructure, emergency call telephone system, public address and mass notification, access control, and video surveillance systems are included throughout the site.

Project Results and Impacts

Moye Consulting's services also include close coordination with other TEX Rail design consultants to design a continuous IT infrastructure for this new line connecting to eight stations between the DFW Airport and Fort Worth.

Systems

Premises Distribution Systems
Voice/Data Network Systems
Public Address/Voice Evacuation System (PA/VE)
Automated Access Control System (AACS)
DFW Video Surveillance Systems (CCTV)

Services

Stakeholder Interviews
3D/BIM Design and Coordination
System Design
Cost Estimating Support
Demolition Documents
Construction Documents
Construction Phase Services

**Project
Timeframe:**

The project initiated 2015 and was concluded 2018.



reVision, Inc. (reVision) is an Information Technology consulting and engineering company founded in 1998. While the JWG does not have any previous experience working with reVision on past projects, members of JWG, Faith Group, and reVision have worked together in various industry organizations over the past ten years. reVision was selected for inclusion on the JWG Team to provide their expertise in Cyber Security, Business Intelligence, Enterprise Planning, and Management Consulting to the DoA. reVision's expertise in support of mission critical business functions and processes based on ITIL, ITSM, and CMMI in addition to their cyber security services will make reVision an extremely valuable asset to the JWG Team and the DoA. In addition to the references provided in Section 2 above, project references for reVision include the following:



Aviation Project Profile (Current)

Denver International Airport

Performance Management Program

Client Contact Information:

City of Denver
Robert Kastelitz – Chief Information Officer
Denver International Airport
8500 Pena Blvd, Denver, CO 80249
303-342-2020
Robert.kastelitz@flydenver.com

Respondent's Role:

Prime Contractor

Roles and Responsibilities of Key Personnel:

Scott Johnson – Project Lead
Zane Shultz – Project Advisor
Francois Lagueux –Information Engineer

Project Budget:

\$150,000

Brief Description of Major Project Components

Overview:

reVision provided an analysis of the situation and a clear path forward to correct the key issues. Within a year significant improvement could be clearly felt. Within 2 years they were beginning to stick, and by the 3rd year we moved into what might be considered the continuous improvement phase. The delivery team started with Drs. Johnson and Nasser, quickly supported by a couple of senior management consultants. Today, the reVision team consists of roughly 15 key senior staff working in various capacities to help



DEN Technologies improve (several of these are in staff augmentation roles, however, we still work engage them as part of the overall team to drive continuous improvement from within the organization).

Since the initial assessment, and over the last 6/7 years, we have been provided comprehensive organizational change management services including: organizational structure revision, process improvement, training, communications, and performance measurement system development. We have also provided management team leadership development and coaching - in particular to the senior leadership team and the office of the CIO (OCIO- a concept which we introduced to the client). As the organization was going through a large transformation, it was necessary to support the leadership and mid-level management in leading and implementing significant change. Toward that end, we also provided strategic communication support and helped the team utilize a disciplined approach to change in order to help minimize disruption to the division.

Methodologies:

- Developed a High Level Organizational Assessment. Over a 2-month period, Drs. Johnson and Nasser identified the major issues and a path to improvement. The findings were presented and socialized with the team.
- Provided a 3-day Workshop on Business Process Innovation for Government Organizations. Modules included:
 - Customer service.
 - Team building.
 - Process improvement approaches, Lean concepts.
 - Process mapping.
 - Balanced Scorecard.
 - Working with different personality types.
 - Change management.
- Began Process improvement:
 - Began to identify process improvements (e.g., especially project management and project portfolio selection, prioritization, and management processes) using Harrington/Hammer approach. This is ongoing.
 - Implemented IT Service Management (ITSM) best practices (prioritized by alignment with organizational strategic objectives). This is ongoing.
- Improved Organization Structure and Staffing. Developed an ideal “to-be” organizational state based on processes not technologies. Supported evolution to new organization (through roadmaps, coaching, change management planning, communiques, position description development, interview questions, etc.). This is supported periodically (biannually). This includes establishing the “OCIO.” Drs. Johnson and Nasser participate on this team attending weekly meetings and delivering various action items.



Facilitation of Input:

- Developed a Comprehensive Balanced Scorecard and Performance Measurement system aligning with the larger DEN strategic plan. Worked with all groups to develop 1st through 3rd/4th generation service strategy maps, metrics, and dashboards (includes business analytics support for metric development, analysis, interpretations, and story-telling). This is ongoing.
- Communications and Change Management. reVision actively supports the Workforce Engagement team, have facilitated many anonymous “Organizational Culture Team” sessions, written numerous articles, presentation (for other Divisions and for conferences) and various other communiques. We support the organization and delivery of Quarterly All Hands meetings covering a range of topics. This is ongoing.
- Ongoing Management team leadership development and coaching.
- Organize and facilitate periodic off-site management retreats, including yearly strategic plan development retreats (~4 per year).
- Monthly Performance Reporting and Improving Performance workshops. These are the foundation of continuous improvement. reVision plans these agenda and topics, identifies the presenters, facilitates, and tracks and manages improvement action items.

Challenges and Resolution

At the start of the program the DEN IT department was facing a wide range of organizational challenges including:

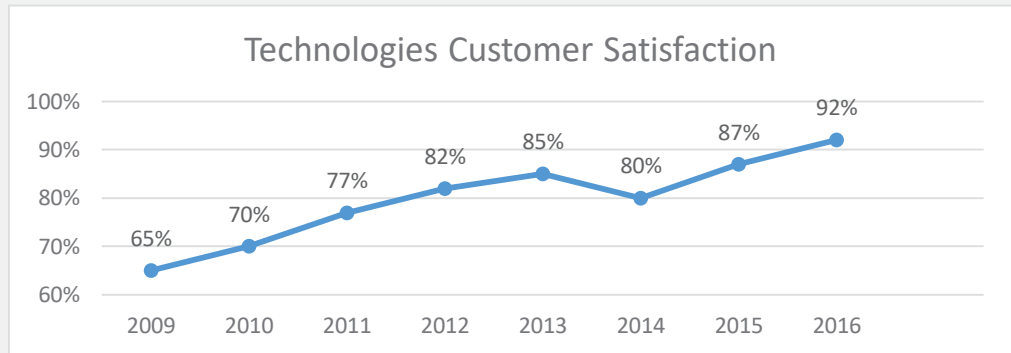
- Very poor customer satisfaction levels and low staff morale.
- A PMO that wasn’t effective.
- A service Desk that no one wanted to call.
- Numerous key processes that were undefined or not followed (including incident management and change management).
- An organization structure that didn’t effectively support the processes.
- Very overextended staff in some key areas.
- Difficult environment for hiring or firing staff and some problem staff that affected overall performance.
- Very challenging and complex technology environment.

Quite simply the ongoing Performance Management Program using our purpose-built Balanced Scorecard has resulted in consistent performance improvement across all technology services for the Division, perhaps most notably overall customer satisfaction.



Project Results and Impacts

The approach has resulted in has resulted in consistent performance improvement across all technology services for the Division, perhaps most notably overall customer satisfaction.



**Project
Timeframe:**

The project initiated in 2009 and is on-going.



Aviation Project Profile (Completed)

Denver International Airport

Incident and Service Management

**Client Contact
Information:**

City of Denver
Robert Kastelitz – Chief Information Officer
Denver International Airport
8500 Pena Blvd, Denver, CO 80249
303-342-2020
Robert.kastelitz@flydenver.com

**Respondent's
Role:**

Prime Contractor



Roles and Responsibilities of Key Personnel:

Scott Johnson – Project Lead
Zane Shultz – Project Advisor
Francois Lagueux –Information Engineer

Project Budget:

\$350,000

Brief Description of Major Project Components

Overview:

DEN Technologies leveraged reVision’s strategic planning and performance management framework for high performing IT organizations to identify IT Service Management (ITSM) as a key strategy to measurably improving customer satisfaction. The CIO established the ITSM program and needed an experienced consulting team to establish, market, automate, and operationalize the program that would help transform customer’s view of the IT organization within DEN airport. The foundation of reVision’s ITSM approach is the IT Infrastructure Library (ITIL) that allowed DEN Technologies to begin organizing and improving customer-focused IT services and the playbook consists of:

- IT Service Strategy
- IT Service Design
- IT Service Transition
- IT Service Operation – *Stabilize & document these processes first*
- IT Service Measurement & Reporting
- Continuous IT Service Improvement (Continuous Process Improvement)

DEN Technologies had made the decision to replace their legacy service management tool with ServiceNow. Based on reVision’s strong guidance to improve and document the key ITIL processes BEFORE system configuration, under this Task, reVision was tapped to review and improve ITIL-based Service Management, Incident Management, and Change Management capability. reVision’s consultants worked with a representative group within DEN’s IT organization to streamline and document these processes forming the basis creating ***“one of the most prepared client system implementations”*** that the ServiceNow team had ever worked on.

Methodologies:

The first step in reVision’s approach was an ITIL/ITSM maturity assessment of ITIL/ITSM that identified a key recommendation and set the tone for establishing the ITSM program:

Stabilize and document key ITIL processes before automating those processes in ServiceNow. The first few, key processes included the following:

- *Service Catalog Management*
- *Change Management*
- *Incident Management*



- *Event Management*

After stabilizing and documenting these processes, the next step was to systematically move through the next layer of ITSM processes one by one using the following playbook to ensure what was automated in ServiceNow led to measureable improvements, not just automating a mess of ITSM processes.

- Governance & Assessment Phase

- Establishing a key group of respected IT leaders to oversee the implementation
- Chartering the ITSM program and marketing the program within DEN Technologies
- ITSM Program team conducting an initial assessment of the ITSM maturity of the organization including interviews with DEN Technologies customers
- Establishing the program as business-led with a customer focus. Automation through ServiceNow would inform improvements but not drive improvements
- This level of governance was key to addressing challenges during each subsequent phase outlined below.
- Program Level Governance – Leveraging the executive leadership and Director level sense of urgency to market the importance and urgency to the ITSM program within DEN Technologies overall strategic framework and performance excellence model
- Process Level Governance – Identifying the customer for each process, why each process exists, reviewing process level metrics, and setting goals for process metric improvements that could result from process changes

- Initial Stabilization Phase

- Identify key processes that needed to be documented and stabilized:
 - Service Catalog Management
 - Change Management
 - Incident Management
 - Event Management
- Stabilized these processes within the first 6-months to 1-year of establishing the program
- Key to success – leveraging the governance structure to keep a sense of urgency and market the program as something that would begin moving the organization from a “fire-fighting” organization into a “performance excellence” organization

- Improvement & Automation Phase

- Process Analysis & (Re)Design
 - Facilitated Sessions – Team Member input on core ITSM processes in partnership with the ServiceNow team that would eventually automate these processes
 - Voice of the Customer (VOC) – Engaging customers to understand what they needed from key services



- Process documentation & Metrics Analysis – In collaboration with the ServiceNow team.
- Gap Analysis
- Benchmarking – Looking at similar IT organization's ITSM processes
- Brainstorming with team members on improvement ideas, prioritizing those ideas, and establishing key change agents who would own implementation of the process changes
- Documenting the future state process
- Implement Process Changes – Streamlining/Improving
 - Team members work to implement key process changes using tools and guidance from reVision consulting team
 - Team member ownership of changes
 - Documenting process metrics and tracking improvements
 - Team members, leaders, and process owners presenting process metrics within the performance management framework that DEN Technologies Leadership had established
 - Publishing and sharing these improvements with DEN Technologies customers
- Automate Processes – AFTER implementing ITSM/ITIL Process Improvements
 - Sharing process documentation with ServiceNow vendor and implementation team
- o Cultural Phase
 - Data & Reporting – ITSM Program team responsible for supporting team members and leaders to understand their data and report it to the Senior Leadership and Performance Management Team
 - Continuous Process Improvement – Empowering managers and supervisors with tools that solicit improvement ideas from team members and sets the tone for continuous process improvement, not resting on past success. All focus for improvements is on customer service and satisfaction.

Facilitation of Input:

Input was facilitated utilizing multiple methodologies. The majority of the input was facilitated via individual interviews with key stack holders. In addition, we utilize surveys and direct questionnaires to additional key members of the organization. Empowering managers and supervisors with tools that solicit improvement ideas from team members and sets the tone for continuous process improvement, not resting on past success. All focus for improvements is on customer service and satisfaction

Challenges and Resolution

Team member, supervisor, and manager support for the ITSM program was the biggest initial challenge and sustaining support throughout the initial years of the program were key areas of focus for the team. To establish, market, and sustain the team, reVision helped the CIO establish a strong governance model before the initial



assessment and subsequent phases. This governance model was used to help resolve key issues related in every phase of reVision's approach for DEN Technologies.

Project Results and Impacts

A few key impacts of this approach was noted by the ServiceNow vendor and project team that automated the ITSM processes:

- o "One of the most prepared client system implementations"
 - Quote from ServiceNow vendor/consulting team lead
- o Measureable improvements in customer satisfaction (increased to over 95% within 2 years)
- o Improved client support (Help Desk) metrics such as MTTR (Mean Time to Resolve)
 - MTTR improved by over 30% in the first year
- o Readiness for automation and reporting – Unprecedented readiness for automation of processes

**Project
Timeframe:**

The project initiated in June 2014 and was concluded in December 2015.



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TAB 5: PERSONNEL & PROJECT MANAGEMENT STRUCTURE:

1. *Provide a narrative that clearly describes the Respondent's overall approach to providing the professional services described in Section 500 Scope of Work including: (1) approach to project management methodology; (2) approach to management and coordination of teams; (3) approach to stakeholder involvement and requirements gathering; (4) approach to delivering requested services; (5) approach to acquiring and assigning qualified staff for specific tasks (6) approach to management of assigned staff. Include a statement of known commitments and projects that might affect Respondent's staffing and availability throughout the term of this contract.*

Approach to Project Management Methodology

The Program Management Team will consist of the Project Manager, Deputy Project Manager, Program Coordinator, and Program Leads who together will be responsible for both the overall strategic program as well as the day to day activities and successful completion of the identified tasks and scopes of work. To meet expectations, effectively manage the project, and keep the project on time and within budget, the JWG Project Manager will lead the effort to work with the DoA designated project manager and other stakeholders to establish an agreed framework for project controls. The project controls will consist of a project management plan that includes the following, as a minimum:

- A Communications Plan that contains the process for communications between the JWG team members, the DoA designated Project Manager, identified stakeholders, and other staff identified during the course of the project. This will include program status report, project status reports, recurring status meetings to identify tasks completed, upcoming tasks, budget status, updated schedules, stakeholder meetings required, and any current challenges.
- A Strategic Work Plan describing the anticipated projects, phases, and major tasks and how the JWG team will complete each of the projects. The Strategic Work Plan will identify an overall program schedule, major budget eliminates for projects, key team members per project, key stakeholders per project, and summary purpose, goals, basis, and tasks per project. This Strategic Work Plan will serve as an overall program guide and will be updated periodically as new projects and phases are identified.
- A per Project Work Plan will be developed based on projects that are given approval to proceed from the Scope of Work. Each project work plan will include phases, major tasks, and sub-tasks to complete the work. Each project work plan will include a work breakdown showing the specific team member assigned to each of the major tasks. Project budget, hour estimates, and deliverables will be developed as part of the Project Work Plan. Each project work plan will also include a detailed Project Schedule described below.
- For each approved project, a detailed Project Schedule to be developed as the baseline schedule that will track the overall progress of the project. This schedule will be prepared using MS project and will include the following as a minimum:
 - o All work task items and anticipated durations
 - o Survey and interview periods
 - o Draft and final deliverable milestones



- Milestones for reference information to be delivered by DoA
 - DoA review and approval periods
 - Meetings and progress report dates
- JWG's Quality Assurance / Quality Control (QA/QC) Plan will be used to provide the overall approach to managing the quality of the developed documentation. This plan will be used to ensure the quality of all project deliverables and to ensure the deliverables meet the expectations of the DoA and stakeholders.

These documents will provide the basis for the overall management of tasks and schedules associated with the project. To ensure the individual projects/tasks remain on track, as noted periodic coordination and status meetings will be held with the DoA's project manager (typically weekly or bi-weekly) to review the schedule, on-going tasks, submittal status, and open items. Recurring meetings will be scheduled for managing the overall program as well as individual project status meetings to ensure each project is meeting goals and objectives. The project status meetings will also be utilized to plan and schedule the required workshops and meetings that will involve the identified stakeholders.

Approach to Management and Coordination of Teams

As the Prime contractor, JWG is responsible for the management and coordination of its subcontractors comprising the JWG Team. As such, the JWG will develop a Subcontractor Management Plan to ensure the production of quality deliverables from each of its subcontractors. This will assist in documenting the formal and informal interfaces between the JWG and its subcontractors and also among the subcontractors. Each of the subcontractors will be required to appoint their own designated point of contact for each specific project/task to act as the single point of contact with JWG responsible for communication and project deliverables.

Additionally, the work of all members of the JWG Team will be coordinated by the JWG Project Manager / Deputy Project Manager to assure it is integrated into a cohesive whole. Internal JWG Team meetings will be held on a regular basis to review the work being performed and provide an opportunity for discussion and collaboration amongst the JWG Team. Of significant importance also is that all members of the proposed team have a longstanding working relationship and this approach has been used successfully in completing numerous projects over the last ten plus years.

Approach to Stakeholder Involvement and Requirements Gathering

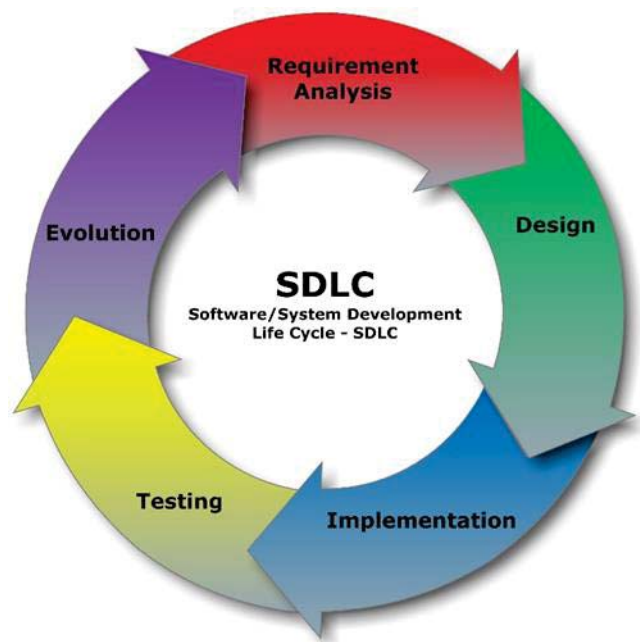
With any project undertaken by the JWG Team for the DoA, an important first phase is to identify needs and gather requirements. This is accomplished through stakeholder meetings and interviews which will focus on key DoA staff who can provide detailed knowledge regarding the requirements and expectations for the project. Stakeholder meetings will be held throughout the project, from the initial phases to assist in the development of the project's Scope of Work, to later in the project when deliverables are reviewed with the stakeholders via workshops to gather comments and feedback.



The input from stakeholders from these meetings and workshops will be imperative to the success of the project and underlines the importance of identifying all of the stakeholders early. While this will most certainly include DoA staff, the JWG Team is also experienced in including 3rd party stakeholders such as airlines or other tenants when applicable.

Approach to Delivering Requested Services

When work requests (tasks/services) are initiated by the DoA, the JWG Project Manager will work closely with the DoA Project Manager to either review the DoA developed scope of work, or to develop an agreed upon scope of work to provide a solution or required outcome to an identified problem. The scope of work will identify the nature of the task (e.g. research, conceptual design, business analysis, requirements / procurement documentation, etc.), roles and responsibilities of the JWG team and DoA staff members, and will define the specific tasks to be performed as well as expected outcomes. This will allow the team to identify and assign the most qualified personnel for a specific assignment and to clearly define the scope of work, schedule, and budget. JWG's project manager and applicable program lead(s) will meet with DoA staff to clearly identify: 1) the objective for the specific task, 2) deliverables, 3) schedule, and 4) end-of-task Key Performance Indicators. Once this step is completed the PM will work with the program leads to select one or more Project Support Personnel (PSP) to comprise a project team that best suits the identified criteria. The PM will present the proposed project/task team to the DoA.



Once the project is underway, regular meetings will be scheduled with the DoA to provide updates on project status and schedule and provide opportunities for discussion of project requirements. Every deliverable submitted as part of the scope of work will first be delivered in draft form followed by a workshop where the deliverable will be reviewed with DoA staff to gather any comments before a final deliverable is developed.

Approach to Acquiring and Assigning Qualified Staff for Specific Tasks

One of the first goals of the JWG Project Manager upon receipt of a work (task) request will be to determine if local or regional members of the JWG Team are available to deliver the required services thus reducing or eliminating travel time and expense on the project. It is expected that most tasks will require a mix of locally based personnel supplemented by subject matter experts who may or may not live within the region. Elapsed time from notification to proceed to commencement of the task will be based on scope of work and defined scheduled



expectations for each service order but is expected to be within 5 working days. Utilization of our local personnel that maintain first-hand experience in working with the DoA will help expedite the start and seamlessness of services.

The JWG Project Manager will develop a roles and responsibilities matrix that will detail the capabilities of all members of the JWG Team to assist in the assignment of the most qualified personnel to each task. In the rare case that a specific task requires a knowledge set that is not currently present on the JWG Team, the JWG is committed to hiring/contracting subject matter experts capable of providing the high quality of service required to join the JWG Team.

Approach to Management of Assigned Staff

As the JWG Project Manager begins a project and develops the scope of work, a key task is the consideration of the strengths of each of the staff comprising the JWG Team. From these strengths, the JWG Project Manager will be able to develop roles and responsibilities for each member of the JWG Team participating on the project. By assigning roles, JWG Team staff will have a better idea of who they will be working closely with on the project, improving communication.

The JWG Team will utilize Cisco, Egnyte, and Microsoft based solutions for team collaboration and communications. This technology is highly secure and used throughout many industries including most federal organizations. Cisco WebEx, Egnyte secure file sharing, and Microsoft scheduling and collaboration tools empower a virtual team across the globe to have instant access to team members and information via many different devices. These essential tools will enable the JWG Team to offer the DoA best in class service compared to traditional collaboration methods and have been successfully used in previous projects by the JWG team.





Known Commitments and Projects

The JWG team believes that our available resources and current commitments will not adversely impact our ability to meet the anticipated project and personnel demands of this program. The following table provides a summary of the current commitments of our proposed team members:

The JW Group's Proposed Team			
Team Member	Company	Position	Estimated time available to this project
James A. Willis	JWG	Project Manager; and SME Principal - AIMS, Special Systems, Passenger Processing	50%
Heath Kolman	JWG	Deputy Project Manager; and SME Principal - Technical Design and Implementation	80%
Sherri Porter	JWG	Program Coordinator	60%
Steve Ritter	JWG	Program Lead – Business Process Improvement; and SME Principal – Financial Systems	40%
Emry Robinson	JWG	Sr. Business Analyst	25%
Han Pak	JWG	Program Lead – IT Infrastructure Design	40%
Jack Walfish	JWG	Program Lead – Cyber and Physical Security Analysis; and SME Principal - Information / System Security	45%
Tim Schneider	JWG	Program Lead – Strategic Planning; and SME Principal - Passenger Experience	40%
Faith Varwig	FG	Program Lead – Air Travel Centric Technologies	20%
Philip McDonough	reVision	Program Lead – IT Business Analysis and Requirements; and SME Principal - Business Intelligence	40%
Pat Geisler	JWG	SME Principal – Radio / Wireless	25%
Derek McMillan	JWG	Sr. Systems Consultant - Unified Communications / Telephony	75%



Mike Mann	JWG	SME Principal - Building Systems	30%
Sal Mazzola	FG	SME Principal – Airport Security Systems	30%
Khalil Nasser	reVision	SME Principal - Geospatial / BIM	25%
Jonathan Pullen	JWG	Analyst	80%
Troy Frain	Moye	Sr. Systems Consultant	30%
Gene Hodson	Moye	Sr. Systems Consultant	40%
Stephen Hurst	reVision	Sr. Systems Consultant	25%
Scott Johnson	reVision	Sr. Systems Consultant	25%
Francois Laguex	reVision	Information Engineer	25%
Steven Maciejewski	reVision	Cyber Security Engineer	25%
Matt Sully	reVision	Business Analyst	35%
Zane Shuyltz	reVision	Business Analyst	40%
Zack Varwig	FG	Analyst	65%

2. Provide an organizational diagram showing names, firm name, title, and project role for all individuals who will be assigned to this contract. Include a narrative that clearly describes the structure and reporting relationships among all levels, persons, and firms within the organization, including subcontractors and subcontractor employees. Include reporting structure and description of the proposed problem notification and escalation process.

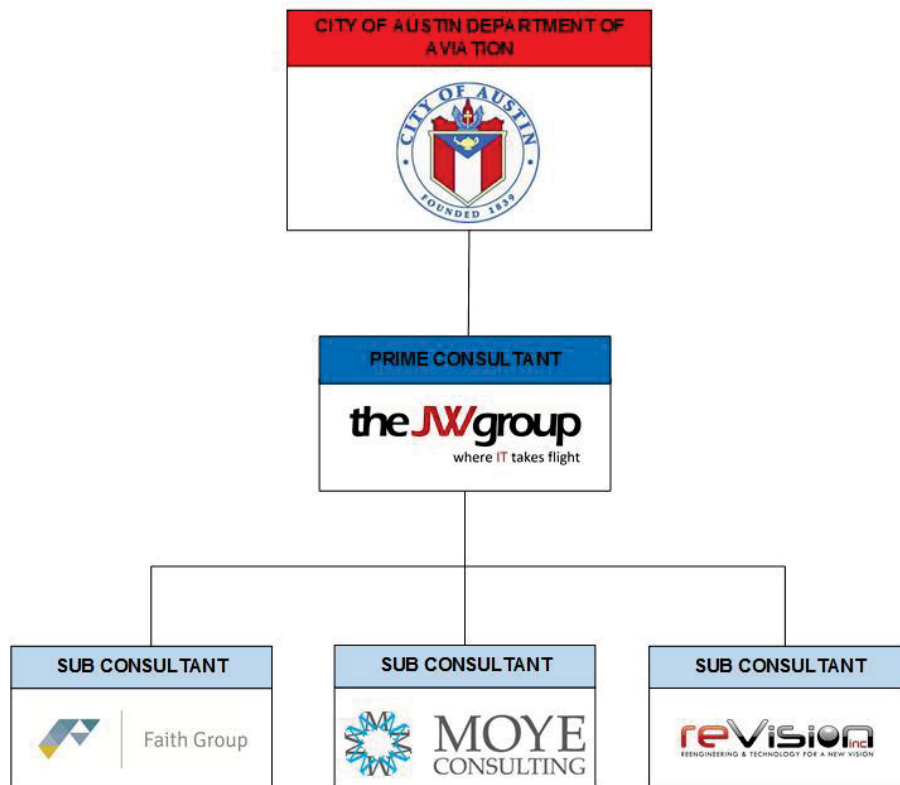
The proposed project team includes professionals that have recognized that the growth of Information Technology in the aviation industry has resulted in a complex and dynamic environment that requires specific abilities, experience, and methods to meet the challenging demands that Airports are faced with on a daily basis. The resultant team includes members that focus exclusively on the aviation industry, providing expertise that encompasses various Information Technology applications, processes, and systems from a business and operational perspective. The unique approach that has successfully been implemented by the proposed team is to consider not only the technical aspects, but also operational, financial, and business aspects as key elements in the decision process for any Information Technology related project.

The following organization chart depicts the proposed team organization:



PROPOSED TEAM ORGANIZATION

AVIATION CONSULTANT, INFORMATION TECHNOLOGY
SOLICITATION NO. PAX0502



The next chart depicts the program management, project coordination, and project delivery structure for any tasks/projects that will be performed as part of this contract. The project delivery organization will be led by Jim Willis who will act as the project manager for the proposed team. As the Project Manager, Mr. Willis will address all strategic project issues, serve as a primary point of contact, and directly be involved in all critical project communication and delivery points. Assisting Mr. Willis will be Heath Kolman who will serve as Deputy Project Manager. As Deputy Project Manager, Mr. Kolman will provide tactical project support to Mr. Willis and facilitate detailed work delivery and sub-team management based on specific DoA project work tasks developed. Additionally, Mr. Willis and Mr. Kolman will act as a resilient layer of project management and delivery management; and as aviation IT and security experts, both will provide strategic technical leadership to the on call program.



Directly supporting the project management leadership team, we have assigned individual team members to serve as program leads for each of the specific service areas. These individuals will work with Mr. Willis and the ABIA DoA project manager in developing scopes of work, assigning project roles and responsibilities, and developing project/task budgets. These individuals will then work with Mr. Willis / Mr. Kolman in the day to day development work, and these individuals will also provide technical and quality assurance leadership of the specific tasks that are performed within their area of responsibility. These program roles include the following:

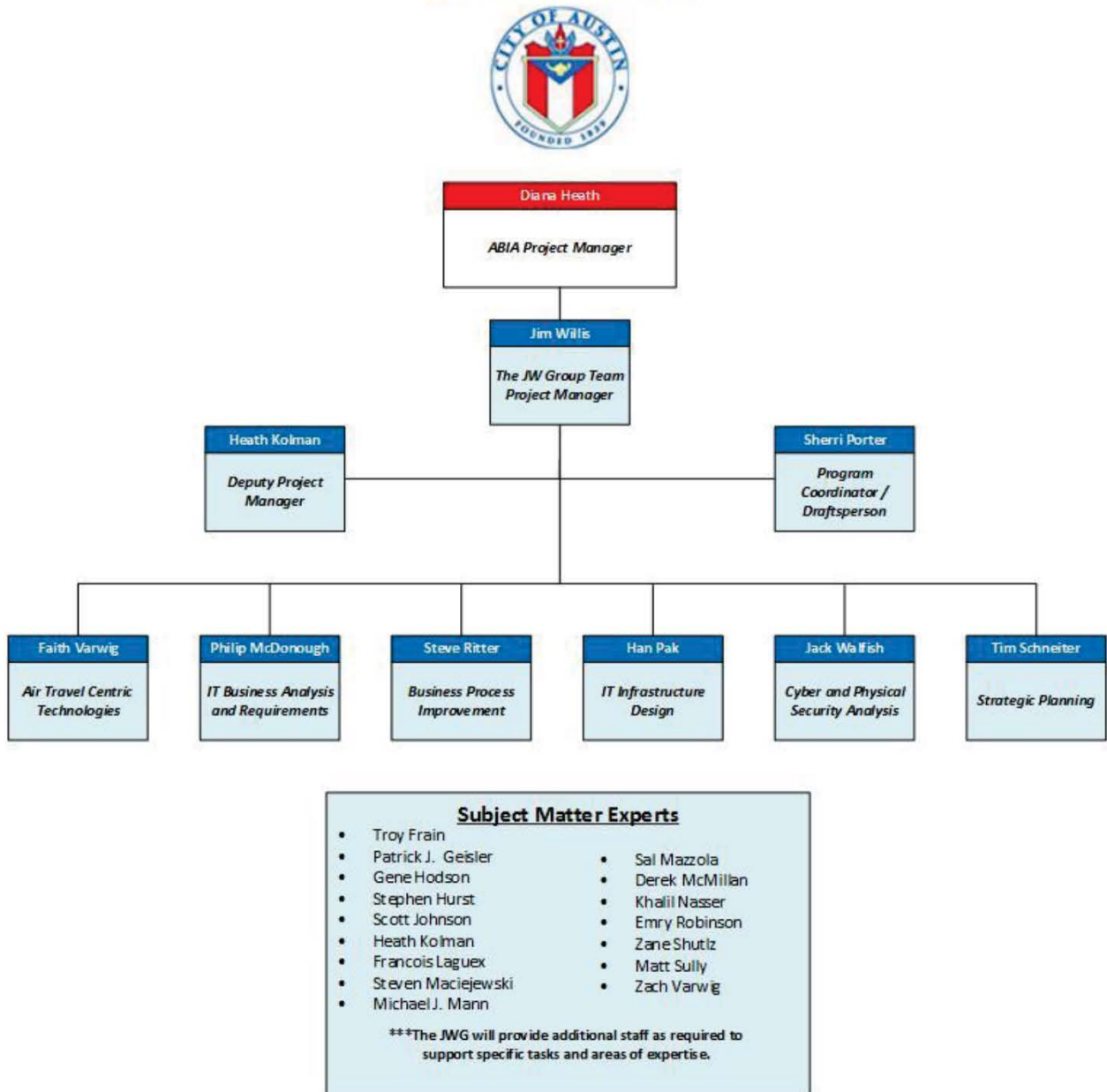
- **Faith Varwig** will lead any activities associated with Air Travel Centric Technologies research, concept development and business case development
- **Philip McDonough** will lead any activities associated with IT Business Analysis and Requirements Development
- **Steve Ritter** will lead any activities associated with Business Process Improvement
- **Han Pak** will lead any activities associated with IT Communications Infrastructure Design
- **Jack Walfish** will lead any activities associated Cyber and Physical Security Analysis
- **Tim Schneider** will lead any activities associated with Strategic Planning

The image on the following page illustrates the proposed team's organizational chart.



Proposed Management Team Organization

Aviation Consultant, Information Technology
Solicitation No. PAX0502





3. *Identify an individual to be assigned as Project Manager for this contract. Provide a one page resume that includes (1) number of years providing program and project management for aviation related projects; (2) number of years of Sr. Consulting level involvement in Aviation-related organizations, associations, and committees; (3) description of specific experience, technical expertise, and ability to deliver services related to the listed technologies and commercial products identified in the solicitation document. **(Section 0500 – Scope or Work, item III, IV, V, VI).***

The assigned Project Manager shall have a minimum of five (5) years of experience related to Information Technology program and project management and a minimum of five (5) years of airport and/or air travel industry experience.



JAMES (JIM) WILLIS, NCE, RCDD

PROJECT MANAGER

Professional Summary:

Jim Willis is a NARTE Certified Telecommunications Engineer and BICSI RCDD who has spent his entire career in the aviation IT industry, specifically working with airports in the planning, design, and implementation of technology related systems, applications, and supporting infrastructures. Mr. Willis has **over 21 years of experience** with complete project lifecycles (planning, design, and implementation) for airport communications infrastructures and aviation-specific software systems and applications. He has provided planning, design, project management and program management services at over forty airports in North America.

Project and Program Management Experience:

Mr. Willis has over 18 years' experience providing project and program management for aviation related technology projects. This experience began in 1998 when Mr. Willis served as the project manager for the IT special systems and communications infrastructure components associated with the Richmond International's Terminal Expansion Project. This project included the design and implementation support for communications systems including a structured cabling system, a consolidated local area network, flight information display system, audio paging system, telephone system, building management system, access control, closed circuit television, operational radio, and a tower ring down system. Since 1998, Mr. Willis has provided project and program management for numerous aviation related projects including technology strategic and master plans, common use passenger processing strategic plans, special systems and applications designs and development of procurement documentation, business analysis and project justification, shared tenant services pricing analysis and methodologies, industry research projects through the Airport Cooperative Research Program (ACRP), and development of construction documentation and implementation support for large scale aviation construction projects.

Aviation Related Organization Experience:

Mr. Willis has participated in aviation industry organizations including ACI-NA (BIT), ACC, and AAAE for the past 18 years. This has included participation in committee meetings (specifically the IT subcommittees), participation in discussion forums, acting as a subject matter expert as part of panel discussions, performing presentations of specific IT topics at annual meetings, and providing technical input into committee publications. Mr. Willis was a key contributor for the ACC publication ACC-ITS-0010, "Airport Information Technology & Systems (IT&S) and was responsible for the majority of content for areas regarding communications infrastructure, passenger processing, and airside/landside operational systems. Additionally, Mr. Willis served as a team member and provided input into the Transportation Security Administration's Recommended Security Guidelines for Airport Planning, Design, and Construction. In 2011, Mr. Willis acted as the Vice Chair for the Airport Consultants Council's Information Technology & Systems Planning Technical Committee. In this role, Mr. Willis was responsible for performing periodic committee coordination meetings, and establishing the agenda, format, and presentation content for the IT Track at the annual meeting.

Specific Experience and Technical Expertise:

Mr. Willis' 21 years of experience in the aviation industry, specifically as a hands-on consultant and subject matter expert has provided him with experience in all areas listed in the RFQ's scope of work sections. With this breadth of knowledge and experience, Mr. Willis will be able to identify the team member(s) that best fit a specific task or assignment to ensure that the requirements of the ABIA Department of Aviation are fully met. Additionally, as Mr. Willis has developed system designs for numerous aviation technologies he has the capability to act in a quality control /quality assurance role, and even as a designer of record, as the specific



tasks and/or projects warrant. Mr. Willis' educational background and industry related certifications can be provided upon request.

HEATH KOLMAN, PE, RCDD
DEPUTY PROJECT MANAGER

Professional Summary:

Mr. Kolman has **over 25 years of experience** in integrated systems including airport information technology (IT) systems, security systems, and telecommunication systems. Mr. Kolman's systems experience has been singularly focused on airport IT and security systems for the past 20 years and includes over 40 major airports. Mr. Kolman has done airport IT and security system work at all project lifecycle phases beginning with system strategic planning through detailed design and into selection, installation, testing, and commissioning support.

Project and Program Management Experience:

Mr. Kolman has over 17 years' experience providing project and program management for aviation related technology projects. This experience began in 1999 when Mr. Kolman served as the project manager for the MUFIDS and Paging System Project for Norfolk International Airport. This project included the design and implementation support for the MUFIDS, overhead paging, supporting communications infrastructure and network, and supporting architectural and electrical elements. Since 1999, Mr. Kolman has provided project and program management for numerous aviation IT and security projects including technology master plans, EVIDS, RMS, AODB, and common use passenger processing design and implementations, Terminal and Concourse expansion planning, design, and implementation support projects, communications infrastructure projects, studies and analysis projects, and security system projects.

Aviation Related Organization Experience:

Mr. Kolman has participated in aviation industry organizations including IATA, ACI-NA (BIT and PS&S), and AAIE for the past 18 years. This has included participation in conferences, committee meetings (specifically the IT subcommittees), participation in discussion forums, acting as a subject matter expert as part of panel discussion, and providing technical input into industry publications. Mr. Kolman was a contributor for the ACC publication ACC-ITS-0010, "Airport Information Technology & Systems (IT&S) and served as a team member for the Transportation Security Administration's 'Recommended Security Guidelines for Airport Planning, Design, and Construction'. Mr. Kolman also was a contributor to the ACRP report 'Common Use Facilities and Equipment at Airports'.

Specific Experience and Technical Expertise:

As a licensed engineer (PE) and RCDD, Mr. Kolman has over 20 years of experience in the aviation IT and security industry providing planning, design and implementation support services for the full breadth of these systems. Mr. Kolman has served as the lead planner and designer on aviation IT and security projects beginning in 1998. Mr. Kolman is a principal aviation systems consultant and maintains expertise in shared use airport systems, public announcement systems, resource management systems, integrated airport systems, airport databases, local area networks, horizontal and backbone communications infrastructure, communications and computer rooms, parking and revenue control systems, security access control systems, video surveillance systems (CCTV), business intelligence, and situational awareness.



4. Complete and submit Attachment A – Personnel and Project Management List.

ATTACHMENT A - PERSONNEL AND PROJECT MANAGEMENT LIST

Provide detail information of each proposed personnel and project manager in the table below. Complete a narrative description of similar assignments and experience related to specific services, technologies and commercial products (Section 0500, item III, IV, and V). Names should be listed in the alphabetical order by last name. Provide one page resumes for each person identified (ordered alphabetically by last name).

Item	Name	Firm	Title	Expected Role in Project	# Years with Firm	Highest Degree/Discipline/School	City & State of personal residence	City & State of permanently assigned office
1	Troy Frain	Moye IT Consulting, LLC	Principal / Security and Special Systems	Subject Matter Expert	20+	Associate of Science/Electronics Technology Wichita Technical Institute	Keller, TX	Irving, TX

Narrative – description of assignments and experience:

Mr. Frain has more than 20 years of technology systems design and project management experience. He has provided technology design services for airport terminal facilities, higher-education and K-12 schools, and convention centers. Troy's experience includes systems assessment, planning, design, implementation, and commissioning of voice and data network systems and infrastructure. He has additional expertise in physical security and specialty systems unique to the aviation facilities. He has completed facility surveys, risk assessments, security reviews, and developed mitigation strategies, including transition planning for installation of new systems. He has knowledge of a variety of building security and control technologies, including closed circuit video (IP and analog), surveillance recording and network video recording distribution and deployment, perimeter alarm and detection technologies, interior space protection, card access and biometric control, perimeter security, explosive detection systems, checkpoint and baggage handling system layouts, network cabling and infrastructure development, GUI (graphical user interfaces), command and control centers and aviation related regulation. His special system experiences, including audio/visual, and digital display systems for flight, baggage, ramp, and other information.



2	Patrick J. Geisler	The JW Group	Sr. Engineer	Subject Matter Expert	18+	B.S. Electrical Engineering, George Mason University Fairfax, VA	Houston, TX	Houston, TX
Narrative – description of assignments and experience:								
Mr. Geisler has over 18 years of experience in system design and engineering of multiple systems leading project design teams for large scale projects and delivers specialized solutions for clients. His experience includes in-building and outside plant telecommunications infrastructure, video surveillance systems, access control systems, wired and wireless data communications networks, audio-visual systems, fire alarm systems, and low-voltage electrical distribution. Mr. Geisler has over 9 years in project and construction management in multi-discipline telecommunications and security projects involving Civil, Structural, Electrical, and Special Systems. He brings experienced leadership, coordination and planning skills to projects to ensure they are delivered on time and within budget.								
3	Gene Hodson	Moye IT Consulting, LLC	Technology Consultant & BIM Manager	Subject Matter Expert	24+	Bachelor of Environmental Design, Texas A&M University	Highland Village, TX	Irving, TX
Narrative – description of assignments and experience:								
Mr. Hodson has more than 24 years of diverse technology infrastructure design and project management experience. He has provided technology design services for airport terminal facilities, higher education, financial institutions, data centers and mission-critical infrastructure projects. His experience includes existing systems assessment, planning, design, implementation, and commissioning of voice and data network systems and infrastructure. He also has experience with a variety of network system manufacturers. He has extensive expertise in budget preparation, design, bid specification, procurement, scheduling, and integration of technology systems into facility design and construction. Gene has designed and managed technology infrastructure systems construction for over 10 million square feet of data centers, computer rooms, network operation centers, call centers, and office spaces.								
4	Stephen Hurst	reVision, Inc.	Chief Technology Officer	Subject Matter Expert	26+	M.Ed., Regent University, Virginia Beach, Virginia, 1998 B.S. in Computer Science, DeSales University, Center Valley, Pennsylvania, 1987	Denver, CO	Denver, CO
Narrative – description of assignments and experience:								
Mr. Hurst has twenty-six years of experience in serving education, non-profit, public sector and private sector organizations in key information systems and leadership positions, with an emphasis on data centers, architecture, design and implementation of information systems technologies as well as project and								



program management. He also has extensive architectural and engineering experience in data center design, infrastructure, operations and maintenance and data center processes, with a focus on server and storage technologies.

Mr. Hurst is currently reVision's Chief Technology Officer, Practice Lead for Infrastructure Services and is currently the Data Center Program Manager for Denver International Airport. He was previously the Lead SAN Architect for the Pentagon's Storage Area Network where he was involved in assessing the environment to identify and recommend future infrastructure and technology directions for one of the largest single-site SAN implementations in the world. He is experienced with Continuity of Operations (COOP) and Disaster Recovery (DR) solutions.

5	Scott Johnson	reVision, Inc.	Principal Management Consultant	Subject Matter Expert	7+	PH.D. SOCIAL ECOLOGY - 1995 University of California Irvine (Irvine, CA) M.B.A. MANAGEMENT/ECONOMICS - 1988 Baylor University (Waco, TX) B.S. GEOLOGY - 1986 Baylor University (Waco, TX)	Seattle, WA	Seattle, WA
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Narrative – description of assignments and experience:

Dr. Johnson leads the Management Consulting practice for reVision, Inc. and serves as the Principal Management Consultant and PM on key client projects. As a Certified Management Consultant (CMC), he is an expert in the application of strategic and business analysis tools and approaches to address a wide range of client operational and organizational challenges and opportunities. Prior to joining reVision, Inc., Dr. Johnson was designated a "Technology Fellow" in Management Consulting at CH2M HILL and worked within the Enterprise Management Solutions Business Group. Often serving as an Adjunct Professor at the University of Washington, he has taught courses in strategic management, project management, and business strategy and the environment.

6	Heath Kolman	The JW Group	Principal Systems Consultant	Deputy Project Manager	25+	B.S. Systems Engineering, United States Naval Academy	San Antonio, TX	San Antonio, TX
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Narrative – description of assignments and experience:

Mr. Kolman has over 25 years of experience in integrated systems including airport information technology (IT) systems, security systems, telecommunication systems, and power plant systems. Mr. Kolman's systems experience has been focused on airport IT and security systems for the past 20 years and includes over 40 major domestic and international airports. Airport systems experience includes common use airport systems, flight information and public announcement systems, resource management systems, integrated airport systems and operational databases, local area network, horizontal and backbone communications infrastructure, and communications and computer rooms, parking and revenue control systems, security access control systems, video surveillance systems (CCTV), and perimeter and intrusion detection security systems. Mr. Kolman has done IT system work beginning with system strategic planning and master planning through detailed design and into selection, installation, testing, and commissioning support.



7	Francois Lagueux	reVision, Inc.	Principal Information Engineer	Subject Matter Expert	20+	B.S. MATHEMATICS - 1987 University of Montreal (Quebec, Canada) COMPUTER SCIENCE- 1984	Denver, CO	Denver, CO
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Narrative – description of assignments and experience:

Mr. Lagueux is a Senior Software Engineer with over 20 years of experience building successful Enterprise Software Solutions. His diverse background in Data Warehouse/ OLAP, Systems Integration, and GIS Development strengthen his ability to provide superior software solutions. As an Enterprise Architect, Mr. Lagueux takes an active role in the preliminary studies to understand client business objectives, constraints, current systems and business processes. His involvement in conducting interviews and meeting with executive sponsors, IT resources and key stakeholders enables him to capture the client vision in his Enterprise Software Solutions. Mr. Lagueux is a straightforward leader highly skilled in managing people as well as complex IT initiatives and applies flexible management styles to energize corporate assets to perform at optimum levels. Mr. Lagueux is adept at identifying/resolving core programmatic and technical issues, building team cohesiveness in challenging settings and delivering measurable and value added results.

8	Steven Maciejewski	reVision, Inc.	VP Integrated Security Solutions	Subject Matter Expert	24+	University of Arizona MBA Seminar Series Arizona State University, 1984–1987, Information Systems	Denver, CO	Denver, CO
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Narrative – description of assignments and experience:

Mr. Maciejewski is a Cyber Information Technology Executive helping large organizations with security program management, risk management, IT cyber operations and compliance. Deep Cyber Security technical experience coupled with business and information technology operations allows for a unique skill set to understand business requirements and risk associated with technology selection and implementation. Earned reputation for relationship building, Team building, program management, communication skills and project delivery.

9	Michael J. Mann	The JW Group	Video Surveillance Engineer	Subject Matter Expert	16+	B.A. Film Studies & Production, University of California, Santa Barbara, CA	Houston, TX	Houston, TX
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Narrative – description of assignments and experience:

Mr. Mann brings 16 years of practical experience as a results-oriented leader in the security industry. He offers a unique combination of task oriented management and technical abilities; providing proven skills in project management, systems assessment, design, and integration experience. Having first-hand project knowledge in a wide variety of industries, Mr. Mann's skill set highlights include the following:

Digital surveillance, access control, door hardware, alarm monitoring, perimeter intrusion detection systems (PIDS), threat & vulnerability assessments, information systems security, network architecture, telecommunications infrastructure, PLCs, audio monitoring and paging, command & control centers, video information display systems, and fire alarms



10	Sal Mazzola, PSP	Faith Group, LLC	Sr. Systems Designer	Subject Matter Expert	35+	Bachelor of Science, Business Communications, Northwest Missouri State University	St. Louis, MO	St. Louis, MO
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Narrative – description of assignments and experience:

Mr. Mazzola has more than 35 years of experience in the planning, design and installation of state-of-the-art low voltage systems for transportation, industrial, commercial and large retail facilities. He maintains current knowledge of security technology including specialized expertise for Perimeter Intrusion Detection Systems (PIDS), CCTV, and Access Control Systems (ACS) as well as security planning and integration strategies. Sal effectively combines hands-on experience and excellent communication skills to create cost effective, constructible, and practical designs. He is board certified by the American Society of International Security (ASIS) as a Physical Security Professional and specializes in specification writing. This accreditation represents a high level of knowledge about the application and design of physical security equipment and technologies.

11	Philip McDonough	reVision, Inc.	Senior Vice President of Transportation	Program Lead- IT Business Analysis and Requirements	1.5+	BA Political Science Temple university - 1994	San Diego, CA	San Diego, CA
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Narrative – description of assignments and experience:

Mr. McDonough Systems Leader with a proven ability to grasp business needs, evaluate priorities and apply technologies to deliver effective business solutions. Background includes leading IT professionals in the aviation industry. Mr. McDonough brings expertise with planning, implementing and supporting passenger-processing and parking revenue control systems in North American airports. He is an effective administrator and strategic visionary for aviation systems management and managed services. He has assisted airport IT organizations with simplifying operational requirements and procedures for production systems and IT maintenance organizations. Mr. McDonough is a named author of the ACC Airport Information Technology & Systems (IT&S) Best Practice Guidelines for the Airport Industry.

12	Derek McMillan	The JW Group	Systems Consultant	Subject Matter Expert	5+	B.S. in Information Sciences and Technology, Pennsylvania State University	West Chester, PA	Kennett Square, PA
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Narrative – description of assignments and experience:

Mr. McMillan is a knowledgeable IT specialist with a unique balance of technical expertise and interpersonal skills. He has experience in network design and development with a track record of analyzing and resolving issues in a quick and efficient manner. Mr. McMillan holds a Bachelor's degree in Information Sciences and Technology from Pennsylvania State University and has supplemented his knowledge by pursuing and receiving the Cisco Certified Network Associate and Cisco Certified Design Associate.



13	Khalil Nasser	reVision, Inc.	Sr. Advisor	Subject Matter Expert	20+	PhD Engineering/Statistics Colorado School of Mines (Golden, CO) M.S. geological engineering Colorado School of Mines (Golden, CO) B.S. engineering geology American University of Beirut (Beirut, Lebanon)	Denver, CO	Denver, CO
Narrative – description of assignments and experience:								
Dr. Nasser has served as a trusted advisor to C-level executives over the past 20 years for local, state, and federal government customers as well as non-profit entities. He has guided and led several large-scale IT organization realignment projects, and has helped many CIO's and Executives with their Technology Sourcing Strategies and Implementations.								
14	Han Pak	The JW Group	Sr. Systems Consultant	Program Lead – IT Infrastructure Design	12+	B.S. in Management Science & Information Systems, Pennsylvania State University, 2000	West Chester, PA	Kennett Square, PA
Narrative – description of assignments and experience:								
Mr. Pak is a seasoned and successful information technology professional with over 11 years of experience including extensive knowledge in airport IT infrastructure and special systems. Provided on-site construction management for IT implementations at numerous airports around the country. Demonstrated success in planning, designing, and implementing IT infrastructure (copper, fiber, and networks) projects and integration of complex computer systems; Airport Operational Database, Audio/Visual Paging System, Common/Shared Use Passenger Processing System, Multi-User Flight Information Display System, Resource Management System, Wireless Local Area Network.								
15	Sherri Porter	The JW Group	Program Coordinator / Draftsperson	Program Coordinator / Draftsperson	20+	Associates of Applied Science – Engineering Graphics and Design – 1997 – High Honor Graduate	Lake Jackson, TX	Lake Jackson, TX
Narrative – description of assignments and experience:								
Ms. Porter is an experienced technology professional that has been working within the aviation industry for over twenty years. Her focus has been in the management and development of detailed graphical and computer aided drafting documentation in support of technology related planning, design, and implementation projects. She coordinates with the Clients and/or Subcontractors to manage varies aspects of each project and assures that the required standards of each drawing submittal have been accomplished. In addition, Ms. Porter has applied her previous background in the financial industry to assist in the project management, billing, and organizational aspects of all projects.								



16	Steve Ritter	The JW Group	Principal Systems Consultant	Program Lead – Business Process Improvement	19+	B.S. Aviation Management, Florida Institute of Technology	Orlando, FL	Orlando, FL
Narrative – description of assignments and experience:								
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 programming 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.								
17	Emry Robinson	The JW Group	Sr. Business Analyst	Subject Matter Expert	20+	MBA, Finance, Carnegie Mellon University B.A. Political Science and Economics, Swarthmore College	Kennett Square, PA	Kennett Square, PA
Narrative – description of assignments and experience:								
Mr. Robinson has over 20 years of organization, process, and technology consulting experience, focused on improving business performance across a broad range of industries, functional areas, and supporting systems. Responsible for the selling, shaping, delivery, and business results of several multi-functional, multi-disciplinary performance improvement programs, often involving the implementation of new technologies with redesigned business processes and organizational structures. Partnered and coached client leaders through many high visibility, complex engagements in both public and private sectors, including the Federal Energy Regulatory Commission, WVA Water Development Authority, New Orleans Aviation Board, Duke Energy, Marriott Corporation, Lucent Technologies, DC Water, Metropolitan Washington Airports Authority, Washington Metropolitan Area Transit Authority, US Dept of Defense, BellSouth, Shell Oil, Miami Dade Transit Agency, National 4-H Council, New York State DoT, Aetna Insurance, and the United States Postal Service.								
18	Tim Schneider	The JW Group	Principal Systems Consultant	Program Lead – Strategic Planning	26+	M.Sc. Aeronautical Science (Distinction) Embry-Riddle Aeronautical University, Daytona Beach, FL B.Sc. International Business (Summa Cum Laude) Strayer University, Washington, D.C.	Orlando, FL	Orlando, FL



						College of Architecture and Environmental Design Arizona State University, Tempe, Arizona		
Narrative – description of assignments and experience:								
Mr. Schneider has over 26 years of professional experience of which the past 15 years has been focused specifically on aviation development projects. Areas of expertise includes project/program management, airport IT systems planning & design, airport special systems design, passenger wayfinding planning & design, airport master planning, terminal planning, financial / operational assessments and construction supervision. Mr. Schneider's experience has included overall onsite project management for several large-scale airport development projects as well as managing foreign project site offices in Kuwait, Sudan and the Philippines. His well-rounded aviation experience in diverse specialty trades ranging from overall terminal design to IT systems planning provides him the capabilities to understand the complexities involved in aviation projects from an operational, financial, planning and constructability standpoint.								
19	Zane Shultz	reVision, Inc.	Principal Consultant	Subject Matter Expert	1+	BS Engineering Science – Colorado State University	Denver, CO	Denver, CO
Narrative – description of assignments and experience:								
Mr. Schultz is a dynamic Information Management professional with over 20 years of information, master data and BI management/design/implementation experience. My experience includes successful design, implementation and management of information management solutions at multiple Fortune 1000 corporations utilizing a wide variety of technologies for BI, DW, Data Governance and Master Data Management that exceeded corporate information requirements. A key ingredient to my success is my ability to not only identify the appropriate technology but work with business partners to successfully design and deploy enterprise information management solutions that meet the organizational and strategic objectives.								
20	Matt Sully	reVision, Inc.	Business Analyst/Project Manager/ Solutions Architect	Subject Matter Expert	1+	B.S. Engineering Oxford Brookes, UK	Denver, CO	Denver, CO
Narrative – description of assignments and experience:								
Mr. Sully has a diverse Business Analysis, Solution Architecture and Solution background with extensive experience in vendor management, enterprise system integration, interface development and documentation.								



21	Faith Varwig	Faith Group, LLC	Principal In Charge	Program Lead – Air Travel Research, etc.	30+	Associate of Science, Architecture and Engineering, Jefferson College	St. Louis, MO	St. Louis, MO
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Narrative – description of assignments and experience:

Ms. Varwig has more than 30 years of experience in operational planning, security and telecommunications design including development of policy and procedures in support of complex business processes. She has spent the past 5 years as the PIC for IT/Security On-Call contracts at MSP, PHL, CLT, ATL, MCO, and BWI as well as Program Management of SFO's Security Infrastructure Program and Passenger Processing System RFP Development. Faith is also providing Advisory services to the Board at YUL for a \$20M project involving an Airport management System (AMS) integration. Similar assignments include CCTV replacement and upgrades (transition from Analog to IP based equipment), GIS deployments, Communication Center upgrades, numerous system integration projects, infrastructure upgrades, wireless system design and deployment, MDF and IDF expansion programs, coordination with TSA and stakeholders, development of an IT PMO process and change management plan and development of O&M RFP's including negotiations with the contractor on price and terms and conditions. She is involved with the coordination of project requirements with the TSA, FAA and DHS and participates in numerous industry organizations including the Transportation Research Board Security and Emergency Response committee, Steering Committee for ACI-PSS, past Steering Committee for ACI-BIT, AAAE Security Committee and numerous other organizations. She has been the author of numerous articles and white papers on airport security technology, technology master planning and systems integration.

22	Zach Varwig	Faith Group, LLC	Analyst	Subject Matter Expert	5+	B.S in Finance, Miami University	St. Louis, MO	St. Louis, MO
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Narrative – description of assignments and experience:

Mr. Varwig has five years of experience in technology and operations analysis, along with technology concept, business case, design and procurement document development. His unique background in both finance and IT allow him to evaluate IT systems from both an end user and a financial justification standpoint, yielding a holistic view on the effectiveness of new technology within an airport environment. Zach is currently leading a team of nine at SFO, in managing a number of technology systems including passenger flow monitoring, 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 for the T1 Redevelopment Boarding Area B. He is also developing for SFO a Passenger Processing System (PPS) RFP. The systems within the Passenger Processing procurement include: Airport Operational Database, Resource Management System, Common Use Self-Service Kiosks, Shared Use Passenger Processing Workstations and a campus-wide Information Display System. Zach has completed planning and design projects for special systems at SFO, ATL, MEM, PDX, MSP, and RSW as well as an IT master plan, 2 master plan updates, a mobile app with RTLS and a cares website for MCO under an On-Call Services contract.



He has completed DAS and Wi-Fi planning and design at ICT, RSW, MSP, MEM and LIT. Zach was also a Systems Analyst for the creation of the Airport Cooperative Research Program (ACRP) 01-23 Guidebook on Mitigating Disruptive Wi-Fi Interference at Airports.

23	Jack Walfish	The JW Group	Sr. Systems Consultant	Program Lead – Cyber and Physical Security Analysis	10+	B. S. in Information Technology, Juniata College 2006	Martinsville PA	Kennett Square, PA
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Narrative – description of assignments and experience:

Mr. Walfish is an experienced IT professional with over ten years of experience in planning, design, and implementation support at many of the major airports around the nation. Mr. Walfish is a Cisco Certified Network and Design Professional demonstrating an advanced knowledge of networking and design best practices for Internetworked Infrastructures. Mr. Walfish holds a Bachelor's degree in Information Technology from Juniata College and has continued to expand upon this knowledge through industry training and experience. Mr. Walfish's experience includes Airport IT Master Planning (ITMP), Local Area Networks (Wired and Wireless), Structured Cabling Systems (SCS), Common/Shared Use Passenger Processing Systems (C/SUPPS), Common Use Self Service (CUSS) Kiosks, Electronic Video Information Display Systems (EVIDS), Public Address Systems (PAS), Airport Operational Databases (AODB), Resource Management Systems (AODB), Payment Card Industry (PCI) Analysis, Shared Tenant Service (STS) rate analysis, and Parking Access Revenue Control Systems (PARCS).

24	Jim Willis	The JW Group	Principal In Charge	Project Manager	21+	B.S. in Commerce & Engineering Sciences, Drexel University	Landenberg PA	Kennett Square, PA
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Narrative – description of assignments and experience:

Mr. Willis is a NARTE Certified Telecommunications Engineer and BICSI RCDD who has spent his entire career in the aviation industry, specifically working with airports in the planning, design, and implementation of technology related systems, applications, and supporting infrastructures. Jim has over twenty-one years of experience with complete project lifecycles (planning, design, and implementation) for airport communications infrastructures and aviation-specific software systems and applications. He has provided planning, design, project management and program management services at over forty airports in North America.



TAB 6: ADDENDUMS



**ADDENDUM
CITY OF AUSTIN, TEXAS**

Solicitation: RFQS PAX0502 Addendum No: 1 Date of Addendum: 11/15/2016

This addendum is to incorporate the following changes to the above referenced solicitation:

1. **Additional Information:** Please see the attached additional information.

Pre-proposal conference call number has been added as follow:

Conference Date: 11/28/2016
Start Time: 2:00 pm
Dial-in number = (512) 974-9300
Participant Code = 521387

2. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY: 
Sai Xoomsai Purcell, Senior Buyer Specialist
Purchasing Office, 512-974-3058

11/15/2016
Date

ACKNOWLEDGED BY:

James A. Willis, President
Name


Authorized Signature

12/20/2016
Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.

Revised 12/13/2015



**ADDENDUM
CITY OF AUSTIN, TEXAS**

Solicitation: RFQS PAX0502

Addendum No: 2

Date of Addendum: 11/30/2016

This addendum is to incorporate the following changes to the above referenced solicitation:

1. Document Compliance Plan Package has been deleted in its entirety and replaced with document REVISED Compliance Plan Package – Requirement Based Contracts Compliance Plan Packet.
2. For questions and clarifications regarding Small & Minority Business Resources Department, contact:

Harold Tolbert
Harold.tolbert@austintexas.gov
512-974-7736
3. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:

Sai Xoomsai Purcell, Senior Buyer Specialist
Purchasing Office, 512-974-3058

11/30/2016

Date

ACKNOWLEDGED BY:

James A. Willis, President

Name

Authorized Signature

12/20/2016

Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.



TAB 7: RESUMES

JAMES (JIM) WILLIS, NCE, RCDD
Principal In Charge / Project Manager



Professional Summary:

Jim Willis is a NARTE Certified Telecommunications Engineer and BICSI RCDD who has spent his entire career in the aviation industry, specifically working with airports in the planning, design, and implementation of technology related systems, applications, and supporting infrastructures. Jim has over twenty-one years of experience with complete project lifecycles (planning, design, and implementation) for airport communications infrastructures and aviation-specific software systems and applications. He has provided planning, design, project management and program management services at over forty airports in North America.

Project and Program Management Experience:

Mr. Willis has over eighteen years' experience providing project and program management for aviation related technology projects. This experience began in 1998 when Mr. Willis served as the project manager for the IT special systems and communications infrastructure components associated with the Richmond International's Terminal Expansion Project. This project included the design and implementation support for communications systems including a structured cabling system, a consolidated local area network, flight information display system, audio paging system, telephone system, building management system, access control, closed circuit television, operational radio, and a tower ring down system. Since 1998, Mr. Willis has provided project and program management for numerous aviation related projects including technology strategic and master plans, common use passenger processing strategic plans, special systems and applications designs and development of procurement documentation, business analysis and project justification, shared tenant services pricing analysis and methodologies, industry research projects through the Airport Cooperative Research Program (ACRP), and development of construction documentation and implementation support for large scale aviation construction projects.

Aviation Related Organization Experience:

Mr. Willis has participated in aviation industry organizations including ACI-NA (BIT), ACC, and AAAE for the past fifteen years. This has included participation in committee meetings (specifically the IT subcommittees), participation in discussion forums, acting as a subject matter expert as part of panel discussions, performing presentations of specific IT topics at annual meetings, and providing technical input into committee publications. Mr. Willis was a key contributor for the ACC publication ACC-ITS-0010, "Airport Information Technology & Systems (IT&S) and was responsible for the majority of content for areas regarding communications infrastructure, passenger processing, and airside/landside operational systems. Additionally, Mr. Willis served as a team member and provided input into the Transportation Security Administration's Recommended Security Guidelines for Airport Planning, Design, and Construction. In 2011, Mr. Willis acted as the Vice Chair for the Airport Consultants Council's Information Technology & Systems Planning Technical Committee. In this role, Mr. Willis was responsible for performing periodic committee coordination meetings, and establishing the agenda, format, and presentation content for the IT Track at the annual meeting.

Specific Experience and Technical Expertise:

Mr. Willis' experience in the aviation industry, specifically as a consultant and subject matter expert has provided him with experience in all areas listed in the RFQ's scope of work sections. With this breadth of knowledge, Mr. Willis will be able to identify the team member(s) that best fit a specific task or assignment to ensure that the requirements of the ABIA Department of Aviation are fully met. Additionally, as Mr. Willis has developed system designs for numerous aviation technologies he has the capability to act in a quality control /quality assurance role, and even as a designer of record, as the specific tasks and/or projects warrant. Mr. Willis' educational background and industry related certifications can be provided upon request.

Heath Kolman

Principal Systems Consultant / Deputy Project Manager



Areas of Expertise:

- IT and Security Program Management
- IT Master Planning
- Integrated System Strategy and Design
- Local Area Network Planning and Design

Certifications:

- Licensed Professional Engineer (P.E.) with NCEES record established
- Registered Communications Distribution Designer (RCDD)
- Lieutenant JD, United States Navy—Honorable Discharge

Education:

- B.S. Systems Engineering, United States Naval Academy,
- Navy Nuclear Power Program
- ESI Project Leadership, Management, and Communications Training
- BICSI Cabling, Wireless, Network, Data Center, and Outside Plant Training

Professional Profile:

Mr. Kolman has over 25 years of experience in integrated systems including airport information technology (IT) systems, security systems, telecommunication systems, and power plant systems. Mr. Kolman's systems experience has been focused on airport IT and security systems for the past 20 years and includes over 40 major domestic and international airports. Airport systems experience includes common use airport systems, flight information and public announcement systems, resource management systems, integrated airport systems and operational databases, local area network, horizontal and backbone communications infrastructure, and communications and computer rooms, parking and revenue control systems, security access control systems, video surveillance systems (CCTV), and perimeter and intrusion detection security systems. Mr. Kolman has done IT system work beginning with system strategic planning and master planning through detailed design and into selection, installation, testing, and commissioning support.

Select Project Experience:

Austin-Bergstrom International Airport *March 2013 – September 2015*
AODB and Common Use
Senior Integrated Systems Designer

Tampa International Airport *April 2013 – December 2013*
Common Use Study
Senior Systems Consultant

Killeen-Fort Hood Regional Airport *October 2010 – November 2012*
Common Use and MUFIDS
Principal Consultant

John Wayne Airport *August 2010 – June 2012*
Common Use Project
Principal Systems Consultant

Bob Hope Airport *September 2007 – August 2009*
Common Use Project
Principal Consultant

Atlantic City Airport *January 2008 – March 2009*
AODB, Common Use, EVIDS Project
Senior Systems Consultant

San Antonio International Airport *April 2015 – Present*
Airport Operations Center
Principal Consultant

San Antonio International Airport *May 2015 – December 2015*
VMS Integration
Principal Consultant

Patrick Geisler, PE

Sr. Engineer / Subject Matter Expert



Areas of Expertise:

- Structured Cabling
- Outside Plant Infrastructure
- Wireless Networks
- Command and Control Centers
- Console Radio Systems

Registrations:

- Michigan #6201064790
- California #E18280
- Texas #97490
- Florida #66939
- Virginia #0402044280
- Utah #9051995-2202
- Minnesota #52449
- Tennessee #00117498
- Mississippi #26569
- North Carolina #044236

Education:

- B.S. Electrical Engineering, George Mason University Fairfax, VA

Certifications:

- Cisco Certified Network Associate - Routing & Switching (CCNA R&S)
- Certified Wireless Network Associate (CWNA)
- Certified Wireless Security Professional (CWSP)

Professional Profile:

Mr. Geisler has over 18 years of experience in system design and engineering of multiple systems leading project design teams for large scale projects and delivers specialized solutions for clients. His experience includes in-building and outside plant telecommunications infrastructure, video surveillance systems, access control systems, wired and wireless data communications networks, audio-visual systems, fire alarm systems, and low-voltage electrical distribution.

Mr. Geisler has over 9 years in project and construction management in multi-discipline telecommunications and security projects involving Civil, Structural, Electrical, and Special Systems. He brings experienced leadership, coordination and planning skills to projects to ensure they are delivered on time and within budget.

Select Project Experience:

Salt Lake City International Airport Airport Operations Center <i>Project Manager / Sr. Systems Engineer</i>	<i>Mar 2015 to Present</i>
Salt Lake City International Airport Terminal Redevelopment Program <i>Sr. Systems Engineer</i>	<i>Jun 2014 to Present</i>
San Antonio International Airport Terminal B Project <i>Project Manager and Lead Engineer</i>	<i>Jun 2013-Mar 2014</i>
Tulsa International Airport Perimeter Access Control System <i>Lead Telecommunications / Network Engineer</i>	<i>Feb 2012-Aug 2012</i>
Port of Galveston Security Network Infrastructure Upgrades <i>Project Manager / Lead Engineer</i>	<i>Nov 2011-Oct 2012</i>
San Antonio International Airport IT Modernization Project <i>Senior Telecommunications Consultant</i>	<i>Nov 2009-Feb 2010</i>

Michael Mann, CCP, PSP, CISSP

Video Surveillance Engineer / Subject Matter Expert

Areas of Expertise:

- Video Surveillance
- Access Control
- Information Security
- Network Infrastructure
- Command and Control Centers
- Construction Administration

Registrations:

- ASIS International Information System Security Certification Consortium

Education:

- B.A. Film Studies & Production, University of California, Santa Barbara, CA

Certifications:

- Certified Information Systems Security Professional (CISSP) #122022
- Certified Protection Professional (CPP) #15184
- Physical Security Professional (PSP) #12360

Professional Profile:

Mr. Mann brings 16 years of practical experience as a results-oriented leader in the security industry. He offers a unique combination of task oriented management and technical abilities; providing proven skills in project management, systems assessment, design, and integration experience. Having first-hand project knowledge in a wide variety of industries, Mr. Mann's skill set highlights include the following:

Digital surveillance, access control, door hardware, alarm monitoring, perimeter intrusion detection systems (PIDS), threat & vulnerability assessments, information systems security, network architecture, telecommunications infrastructure, PLCs, audio monitoring and paging, command & control centers, video information display systems, and fire alarms.

Select Project Experience:

Salt Lake City International Airport Airport Operations Center	<i>Mar 2015 to Present</i>
<i>Sr. Systems Engineer</i>	
Salt Lake City International Airport Terminal Redevelopment Program	<i>May 2014 to Present</i>
<i>Project Manager and Lead Engineer</i>	
San Antonio International Airport Airport Operations Center Renovation	<i>Aug 2009 – Mar 2010</i>
<i>Sr. Designer / Security Systems Engineer</i>	
San Antonio International Airport Security Systems Upgrade	<i>May 2009 – Jun 2010</i>
<i>Lead Design and Construction Administrator.</i>	
San Antonio International Airport Terminal B and C Security Systems Design	<i>Nov 2007-Dec 2010</i>
<i>Lead Security Engineer</i>	
Detroit Metropolitan Airport North Terminal Redevelopment Team	<i>2004 - 2008</i>
<i>On-site Team Lead</i>	

Han Pak, CCNA Wireless, CCDA
Senior Systems Consultant
Program Lead IT Infrastructure Design



Areas of Expertise:

Project Management:

- **Airport-Wide Implementations**
- **Construction Management**
- **Systems Engineering & Design**
- **Systems Migrations & Integrations**

IT Project Lifecycle:

- **Requirements Analysis**
- **Costing & Budget**
- **Project Schedule**
- Testing / QA / Rollout Support**

Value Added Leadership:

- **Business & IT Planning**
- **Client Relations & Presentations**
- **Cross-Functional Coordination**
- Vendor Management**

Certifications & Affiliations:

- **Cisco Certified Design Associate (CCDA)**
- **Cisco Certified Network Associate (CCNA) Wireless**
- **CompTIA A+ Certified Technician**

Education:

- **B.S. in Management Science & Information Systems, Pennsylvania State University, 2000**

Professional Profile:

Seasoned and successful information technology professional with over 11 years of experience including extensive knowledge in airport IT infrastructure and special systems. Provided on-site construction management for IT implementations at numerous airports around the country. Demonstrated success in planning, designing, and implementing IT infrastructure (copper, fiber, and networks) projects and integration of complex computer systems; Airport Operational Database, Audio/Visual Paging System, Common/Shared Use Passenger Processing System, Multi-User Flight Information Display System, Resource Management System, Wireless Local Area Network.

Select Project Experience:

Charlotte Douglas International Airport *January 2016 - Present*
South Campus Fiber Project
Project Manager / Senior Consultant

Gulfport – Biloxi International Airport *March 2015 - Present*
Access Control System Upgrade
Senior Consultant

Memphis International Airport *December 2014 - Present*
Perimeter Intrusion Detection System
Senior Consultant

Portland International Airport *March 2014 – December 2015*
Airport Technology Master Plan
Assistant Project Manager

Philadelphia International Airport *July 2013 - Present*
Security Master Plan
Senior Consultant

Austin-Bergstrom International Airport *March 2013 – March 2015*
Information Technology Master Plan
Senior Consultant

Detroit Metropolitan Airport *January 2013 – December 2015*
Security Systems & Network Upgrade, Phase 1
Project Manager / Senior Consultant

Salt Lake City International Airport *March 2012 - Present*
Terminal Redevelopment Program
Senior Consultant

Tampa International Airport *December 2011 – Present*
Common / Shared Use Passenger Processing System (C/SUPPS), Phase 1
Senior Consultant

Areas of Expertise:

- **Contract Administration**
- **Program Administration**
- **Project Controls**
- **Business Administration**
- **Computer Aid & Design Drawings**

Education:

- **Associates of Applied Science** – Engineering Graphics and Design – 1997 – High Honor Graduate

Professional Profile:

Ms. Porter is an experienced technology professional that has been working within the aviation industry for over twenty years. Her focus has been in the management and development of detailed graphical and computer aided drafting documentation in support of technology related planning, design, and implementation projects. She coordinates with the Clients and/or Subcontractors to manage various aspects of each project and assures that the required standards of each drawing submittal have been accomplished. In addition, Ms. Porter has applied her previous background in the financial industry to assist in the project management, billing, and organizational aspects of all projects.

Select Project Experience:

Charlotte Douglas International Airport *January 2016 - Present*
South Campus Fiber Project
CAD Manager / Project Controls

Gulfport – Biloxi International Airport *March 2015 - Present*
Access Control System Upgrade
CAD Manager

Memphis International Airport *December 2014 - Present*
Perimeter Intrusion Detection System
CAD Manager

Portland International Airport *March 2014 – December 2015*
Airport Technology Master Plan
CAD Manager / Project Controls

Philadelphia International Airport *July 2013 - Present*
Security Master Plan
CAD Manager / Project Controls

Austin-Bergstrom International Airport *March 2013 – March 2015*
Information Technology Master Plan
CAD Manager / Program Coordinator

Detroit Metropolitan Airport *January 2013 – December 2015*
Security Systems & Network Upgrade, Phase 1
CAD Manager / Business Administration

Salt Lake City International Airport *March 2012 - Present*
Terminal Redevelopment Program
CAD Manager / Program Coordinator

Tampa International Airport *December 2011 – Present*
Common / Shared Use Passenger Processing System (C/SUPPS), Phase 1
CAD Manager / Project Controls

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 programming 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:

Eppley Field – Omaha Airport Authority *January 2015 – Present*
Enterprise Resource Planning System - Consulting Support
Project Task Leader

Phoenix-Mesa Gateway Airport Authority *October 2015 - Present*
Enterprise Resource Planning Consulting
Project Manager

Hartsfield-Jackson Atlanta International Airport *May 2014 – April 2015*
Business Consulting – IT Governance
Project Task Leader

Hartsfield-Jackson Atlanta International Airport *May 2014 – April 2015*
Information Technology Master Plan
Project Task Leader

Portland International Airport *March 2014 – April 2014*
Information Technology Master Plan
Project Task Leader

Phoenix-Mesa Gateway Airport *July 2013 – March 2014*
Information Technology Master Plan
Task Leader

Orlando International Airport *June 2013 – Present*
Mobile Application Planning, Design, Implementation
On-Site Program/Project Manager

Tampa International Airport *July 2012 - June 2013*
Common Use Passenger Processing Master Plan
Project Manager

Emry Robinson

Sr. Business Analyst / Subject Matter Expert



Areas of Expertise:

Change and Program Management
Process Improvement
IT Planning and Implementation
Organizational Effectiveness
Strategic Planning

Certifications:

Lean Six Sigma Black Belt
Change Integration Master Practitioner (Price Waterhouse)

Education:

MBA, Finance, Carnegie Mellon University
B.A. Political Science and Economics, Swarthmore College, 1984
Attended training courses in CMMI, PMP certification, Lean Six Sigma, Malcom Baldrige

Professional Profile:

Mr. Robinson has over 20 years of organization, process, and technology consulting experience, focused on improving business performance across a broad range of industries, functional areas, and supporting systems. Responsible for the selling, shaping, delivery, and business results of several multi-functional, multi-disciplinary performance improvement programs, often involving the implementation of new technologies with redesigned business processes and organizational structures. Partnered and coached client leaders through many high visibility, complex engagements in both public and private sectors, including the Federal Energy Regulatory Commission, WVA Water Development Authority, New Orleans Aviation Board, Duke Energy, Marriott Corporation, Lucent Technologies, DC Water, Metropolitan Washington Airports Authority, Washington Metropolitan Area Transit Authority, US Dept of Defense, BellSouth, Shell Oil, Miami Dade Transit Agency, National 4-H Council, New York State DoT, Aetna Insurance, and the United States Postal Service.

Select Project Experience:

Omaha Airport Authority

Systems and Business Process Consulting Support
Project Manager

December 2014 to present

New York State Department of Transportation

Capital Program and Project Management Improvement
Project Lead

April 2013–February 2015

National 4-H Council

Digital Strategy
Sr. Business Analyst

September 2010–April 2011

Baghdad International Airport

Strategic Consulting Support
Subject Matter Expert

January 2007–July 2007

City of Dayton

Strategic Planning for Aviation
Project Manager

February 2006–October 2006

District of Columbia Water and Sewer Authority

Strategic Planning and Performance Measurement
Sr. Business Analyst

July 2006–January 2008

Little Rock Municipal Airports Commission

ERP Requirement Definition and Software Selection
Sr. Business Analyst

July 2009–December 2011

West Virginia Water Development Authority

Enterprise-wide IT Program
Sr. Business Analyst

November 2011–December 2013

Tim Schneider
Principal Systems Consultant
Program Lead - Strategic Planning



Areas of Expertise:

- **Program /Project Management**
- **Airport Passenger Wayfinding Planning & Design**
- **Terminal Planning & Design**
- **Airport Master Planning**

Certifications & Affiliations:

- **State of Florida, Certified General Contractor, Registration No. CGC2506226**
- **Construction Specifications Institute (CSI)**
- **Airport Consultants Council (ACC)**
- **American Association of Airport Executives (AAAE)**

Education:

- **M.Sc. Aeronautical Science (Distinction)**

Embry-Riddle Aeronautical University, Daytona Beach, FL
- **B.Sc. International Business (Summa Cum Laude)**

Strayer University, Washington, D.C.
- **College of Architecture and Environmental Design**

Arizona State University, Tempe, Arizona

Professional Profile:

Mr. Schneider has over 26 years of professional experience of which the past 15 years has been focused specifically on aviation development projects. Areas of expertise includes project/program management, airport IT systems planning & design, airport special systems design, passenger wayfinding planning & design, airport master planning, terminal planning, financial / operational assessments and construction supervision. Mr. Schneider's experience has included overall onsite project management for several large-scale airport development projects as well as managing foreign project site offices in Kuwait, Sudan and the Philippines. His well-rounded aviation experience in diverse specialty trades ranging from overall terminal design to IT systems planning provides him the capabilities to understand the complexities involved in aviation projects from an operational, financial, planning and constructability standpoint.

Select Project Experience:

- | | |
|---|----------------------------------|
| Tampa International Airport | <i>July 2016 - Present</i> |
| Common Use Self Service Integration Project | |
| Terminal Planner / Systems Analyst | |
|
 | |
| Orlando-Sanford International Airport | <i>June 2016 – Present</i> |
| IT Systems Planning & Design for Terminal Expansion Project | |
| Project Manager / Senior Systems Analyst | |
|
 | |
| Narita International Airport | <i>December 2015 – June 2016</i> |
| Brisbane International Airport | |
| Lima International Airport | |
| Cancun International Airport | |
| Portland International Airport – | |
| Developing Traveler-Friendly Airports to Improve the Passenger Experience in the APEC Region – A Best Practices Report | |
| Terminal Planner / Business Analyst | |
|
 | |
| Orlando-Sanford International Airport | <i>June 2015 – May 2016</i> |
| Security Screening Checkpoint and Airports Worldwide Office Development | |
| Project Manager / Terminal Planner | |
|
 | |
| Mar de Cortes International Airport | <i>February 2015 – Present</i> |
| New Passenger Terminal and Airside Improvements | |
| Project Manager / Terminal Planner | |
|
 | |
| Salt Lake City International Airport | <i>June 2014 - Present</i> |
| Airport Systems Integration Team for the Terminal Redevelopment Project | |
| Lead Designer | |
|
 | |
| Punta Cana International Airport | <i>December 2013 – June 2014</i> |
| New Terminal B Development | |
| Project Manager / Terminal & Airport Master Planner | |

Jack Walfish, CCNP, CCDP
Senior Systems Consultant
Program Lead Cyber Physical Security Analysis



Areas of Expertise:

- **IT Master Planning**
- **Aviation Special Systems Planning and Design**
- **Business Process Review and Analysis**
- **Structured Cabling Systems**
- **Local Area Network Planning and Design**

Certifications & Affiliations:

- **Cisco Certified Design Professional (CCDP)**
- **Cisco Certified Network Professional (CCNP)**

Education:

- **B.S. in Information Technology,**
Juniata College 2006

Professional Profile:

Jack Walfish is an experienced IT professional with over ten years of experience in planning, design, and implementation support at many of the major airports around the nation. Mr. Walfish is a Cisco Certified Network and Design Professional demonstrating an advanced knowledge of networking and design best practices for Internetworked Infrastructures. Mr. Walfish holds a Bachelor's degree in Information Technology from Juniata College and has continued to expand upon this knowledge through industry training and experience. Mr. Walfish's experience includes Airport IT Master Planning (ITMP), Local Area Networks (Wired and Wireless), Structured Cabling Systems (SCS), Common/Shared Use Passenger Processing Systems (C/SUPPS), Common Use Self Service (CUSS) Kiosks, Electronic Video Information Display Systems (EVIDS), Public Address Systems (PAS), Airport Operational Databases (AODB), Resource Management Systems (AODB), Payment Card Industry (PCI) Analysis, Shared Tenant Service (STS) rate analysis, and Parking Access Revenue Control Systems (PARCS).

Select Project Experience:

Fort Lauderdale-Hollywood International Airport *April 2015 – Present*
PCI Environment Report and Gap Analysis, Communications and Security Master Plan
Project Manager.

World Trade Center *August 2014-Present*
Site-Wide Communications Network
Project Manager

Orlando International Airport *December 2013 – June 2014*
STS Analysis
Sr. Systems Consultant

George Bush Intercontinental Airport (Houston) *November 2013-Present*
Common Use Analysis & RFP Development
Sr. Systems Consultant

Minneapolis-St. Paul International Airport *September 2013 – July 2014*
MACNet Network Design
Sr. Systems Consultant

Austin-Bergstrom International Airport *March 2013 – March 2015*
ITMP and Shared Use Implementation
Sr. Systems Consultant

Southwest Florida International Airport *April 2012 - Present*
Multi-User Flight Information Display System and PCI LAN
Project Manager

Areas of Expertise:

- IT Master Planning
- Emerging Technologies
- Cabling Infrastructure
- AV Design
- Data Networks

Certifications& Affiliations:

- Cisco Certified Network Associate (CCNA)
- Cisco Certified Design Associate (CCDA)

Education:

- B.S. in Information Sciences and Technology,
Pennsylvania State University

Professional Profile:

Derek McMillan is a knowledgeable IT specialist with a unique balance of technical expertise and interpersonal skills. He has experience in network design and development with a track record of analyzing and resolving issues in a quick and efficient manner. Mr. McMillan holds a Bachelor's degree in Information Sciences and Technology from Pennsylvania State University and has supplemented his knowledge by pursuing and receiving the Cisco Certified Network Associate and Cisco Certified Design Associate.

Select Project Experience:

**Salt Lake City International Airport
Terminal Redevelopment Program** *June 2014 to Present*
Sr. Systems Designer

**Orlando International Airport
Information Technology Master Plan** *March 2016 to Present*
Sr. Systems Consultant

**Salt Lake City International Airport
New Airport Operations Center** *March 2014 to Present*
Sr. Systems Designer

**Philadelphia International Airport
Security Master Plan and Access Control System Upgrade (3 Phases)** *October 2014 to June 2016*
Systems Consultant/Infrastructure Design

**Portland International Airport
Airport Technology Master Plan** *March 2014 to December 2015*
Systems Consultant

**Austin-Bergstrom International Airport
Information Technology Master Plan** *March 2013 to March 2015*
Systems Consultant

**Detroit Metropolitan Wayne
County Airport** *January 2013 to December 2015*
Security System and Network Upgrade Phase 1
Systems Consultant/Infrastructure Design

**Orlando International Airport
Service Provider Engagement Model** *December 2012 to March 2013*
Systems Consultant

**Cincinnati International Airport
Administrative Office Relocation Program** *October 2012 to January 2013*
Systems Consultant

Troy Frain, PSP

Principal, Security and Special Systems

Subject Matter Expert



Areas of Expertise:

- Facility Surveys
- Risk Assessments
- Security Reviews
- Developed Mitigation Strategies
- Security and Control Technologies

Certifications & Affiliations:

- ITIL Foundation (v3) Certificate, 2007
- SANS 507, Auditing Networks, Perimeters & Systems, 2006
- ISC2, Common Body of Knowledge Review, 2006
- BICSI DA200, LAN Specialty, 2004
- ASIS International – Certified Physical Security Professional, 2016

Education:

- Associate of Science, Electronics Technology
Wichita Technical Institute
1986
- Coursework in Computer Science and Engineering,
Kansas State University

Professional Profile:

Troy has more than 20 years of technology systems design and project management experience. He has provided technology design services for airport terminal facilities, higher-education and K-12 schools, and convention centers. Troy's experience includes systems assessment, planning, design, implementation, and commissioning of voice and data network systems and infrastructure. He has additional expertise in physical security and specialty systems unique to the aviation facilities. He has completed facility surveys, risk assessments, security reviews, and developed mitigation strategies, including transition planning for installation of new systems. He has knowledge of a variety of building security and control technologies, including closed circuit video (IP and analog), surveillance recording and network video recording distribution and deployment, perimeter alarm and detection technologies, interior space protection, card access and biometric control, perimeter security, explosive detection systems, checkpoint and baggage handling system layouts, network cabling and infrastructure development, GUI (graphical user interfaces), command and control centers and aviation related regulation. His special system experiences, including audio/visual, and digital display systems for flight, baggage, ramp, and other information.

Select Project Experience:

- | | |
|---|-----------------------|
| Dallas/Fort Worth International Airport
Terminal B, Terminal Renewal and Improvement Program (TRIP)
Security and Special Systems Consultant | <i>2010 – Present</i> |
| Dallas/Fort Worth International Airport
Radio Communications System Towers – North, South, And Central
Security and Special Systems Designer | <i>2014 – Present</i> |
| Dallas/Fort Worth International Airport
Fire Training Research Center (FTRC)
Technology Systems Project Manager | <i>2011 – 2013</i> |
| Dallas/Fort Worth International Airport
Terminal E, Terminal Renewal and Improvement Program (TRIP)
Security and Special Systems Consultant | <i>2011 – Present</i> |
| Dallas/Fort Worth International Airport
Water System Rehabilitation
Security and Special Systems Consultant | <i>2009– 2013</i> |
| Dallas/Fort Worth International Airport
Terminal E Enhanced Parking Structure
BIM Coordinator and Technology Design Consultant | <i>2014 – 2015</i> |
| Dallas Love Field
Love Field Modernization Program
Security and Special Systems Consultant | <i>2009 – 2014</i> |

Gene Hodson, AAIA

Technology Consultant and BIM Manager

Subject Matter Expert



Areas of Expertise:

- Budget Preparation
- Design
- Bid Specification
- Procurement
- Scheduling
- Integration of Technology Systems into Facility Design and Construction

Certifications & Affiliations:

- Associate AIA, #30201961, American Institute of Architects (AIA)
- Building Industry Consulting Services International (BICSI) #113388

Education:

- Bachelor of Environmental Design, Texas A&M University 1990

Professional Profile:

Gene has more than 24 years of diverse technology infrastructure design and project management experience. He has provided technology design services for airport terminal facilities, higher education, financial institutions, data centers and mission-critical infrastructure projects. His experience includes existing systems assessment, planning, design, implementation, and commissioning of voice and data network systems and infrastructure. He also has experience with a variety of network system manufacturers. He has extensive expertise in budget preparation, design, bid specification, procurement, scheduling, and integration of technology systems into facility design and construction. Gene has designed and managed technology infrastructure systems construction for over 10 million square feet of data centers, computer rooms, network operation centers, call centers, and office spaces.

Select Project Experience:

Dallas/Fort Worth International Airport Terminal E, Terminal Renewal and Improvement Program (TRIP) <i>Project Manager and Infrastructure Designer</i>	<i>2011 – Present</i>
Austin-Bergstrom International Airport Terminal and Apron Expansion and Improvement <i>BIM Coordinator and Infrastructure Designer</i>	<i>2015 – Present</i>
William P. Hobby Airport (Houston) West Concourse FIS Expansion <i>BIM Coordinator and Infrastructure Designer</i>	<i>2014 – 2015</i>
Dallas Love Field Love Field Modernization Program <i>BIM Coordinator and Technology Design Consultant</i>	<i>2009 – 2014</i>
Los Angeles International Airport Terminal 4 (T4) Connector <i>BIM Coordinator and Technology Design Consultant</i>	<i>2013 – 2016</i>
Dallas/Fort Worth International Airport Airport Headquarters <i>BIM Coordinator and Technology Design Consultant</i>	<i>2013 – 2015</i>
Dallas/Fort Worth International Airport Terminal E Enhanced Parking Structure <i>BIM Coordinator and Technology Design Consultant</i>	<i>2014 – 2015</i>

STEPHEN HURST – CHIEF TECHNOLOGY OFFICER / SUBJECT MATTER EXPERT

SUMMARY

Mr. Stephen Hurst has twenty-six years of experience in serving education, non-profit, public sector and private sector organizations in key information systems and leadership positions, with an emphasis on data centers, architecture, design and implementation of information systems technologies as well as project and program management. He also has extensive architectural and engineering experience in data center design, infrastructure, operations and maintenance and data center processes, with a focus on server and storage technologies.

Mr. Hurst is currently reVision's Chief Technology Officer, Practice Lead for Infrastructure Services and is currently the Data Center Program Manager for Denver International Airport. He was previously the Lead SAN Architect for the Pentagon's Storage Area Network where he was involved in assessing the environment to identify and recommend future infrastructure and technology directions for one of the largest single-site SAN implementations in the world. He is experienced with Continuity of Operations (COOP) and Disaster Recovery (DR) solutions.

DISTINGUISHING QUALIFICATIONS

- Accredited Tier Specialist #268, The Uptime Institute, 2011
- VMware, Infrastructure, 2007
- Cisco, Storage Networking Using Cisco MDS Switches, 2006
- Xiotech, Certified Engineer (Magnitude 3D Storage Array), 2005
- Xiotech, Advanced Certification (Magnitude and 3D Storage Arrays), 2005
- Xiotech, TimeScale (EMC RecoverPoint) Certification, 2005
- Xiotech, Cisco/Brocade/McData SAN Switch Certification, 2005
- Global Knowledge, Storage Area Networks, 2004

TECHNICAL SKILLS

- Data Center Program Management
- Data Center and IT Architecture
- SAN Architecture
- SAN Engineering
- Replication and mirroring technology
- Virtualization Technology and Strategy
- Fiber Channel
- Other Technical Skills: Brocade/Cisco fiber channel switch configuration and operations. Cisco router and switch configuration. Microsoft Windows Operating Systems (All). RedHat and Suse Linux. Programming language experience: BASIC, Pascal, C, Java, JavaScript, Perl, COBOL, FORTRAN.
- Other Software Skills: Adobe Flash, Dreamweaver, Director, Authorware, Premiere, Acrobat, Photoshop, MS Office (all versions), Visio

EDUCATION

- **M.Ed.**, Regent University, Virginia Beach, Virginia, 1998
- **B.S.** in Computer Science, DeSales University, Center Valley, Pennsylvania, 1987

SELECTED ENGAGEMENTS

DENVER INTERNATIONAL AIRPORT - DATA CENTER PROGRAM MANAGER
INFORMATION TECHNOLOGY AGENCY – PENTAGON DATA CENTER (ITA-DC)
OFFICE OF THE ARCHITECT OF THE CAPITAL – PRINCIPAL SYSTEMS ARCHITECT
THE CENTER FOR NAVAL ANALYSES – SENIOR SERVER TEAM LEAD

SCOTT JOHNSON, PH.D., MBA, PMP, CMC – PRINCIPAL MANAGEMENT CONSULTANT

Summary -Dr. Johnson leads the Management Consulting practice for reVision, Inc. and serves as the Principal Management Consultant and PM on key client projects. As a Certified Management Consultant (CMC), he is an expert in the application of strategic and business analysis tools and approaches to address a wide range of client operational and organizational challenges and opportunities. Prior to joining reVision, Inc., Dr. Johnson was designated a “Technology Fellow” in Management Consulting at CH2M HILL and worked within the Enterprise Management Solutions Business Group. Often serving as an Adjunct Professor at the University of Washington, he has taught courses in strategic management, project management, and business strategy and the environment.

Distinguishing Qualifications

- Expert in organizational assessments, business process improvement, performance-based management, and related approaches to building efficient organizations.
 - Exceptional experience and education in science, systems, and business management, which provides a broad knowledge base for framing understanding and communications related to management systems, business processes, and strategy.
 - Certified Management Consultant awarded by the Institute of Management Consultants USA. This certification represents the highest standard of consulting and adherence to the ethical cannons of the profession. Fewer than 1% of all consultants have achieved this level of performance
 - Formerly the Manager of Strategic Planning for a world-leading professional services firm.
 - Adjunct Professor at the University of Washington teaching courses that have included Strategic Management and Project Management.
 - Adjunct Professor at the University of Washington teaching courses that have included Strategic Management and Project Management
 - Past President and Board Member of the Pacific Northwest Chapter of the Institute of Management Consulting.
- Experienced in consulting at the “C” level in organizations and presentation before senior management teams and Tribal and City Councils.

Professional Certificates

- **CERTIFIED MANAGEMENT CONSULTANT (CMC)** – INSTITUTE OF MANAGEMENT CONSULTING
- **PROJECT MANAGEMENT PROFESSIONAL (PMP)** – PROJECT MANAGEMENT INSTITUTE
- **CERTIFICATE OF DIRECTOR EDUCATION** – NATIONAL ASSOCIATION OF CORPORATE DIRECTORS
- **PROJECT MANAGEMENT** – WASHINGTON STATE UNIVERSITY, 1994
- **ITIL V3 FOUNDATIONS**

EDUCATION

PH.D. SOCIAL ECOLOGY – 1995 - UNIVERSITY OF CALIFORNIA IRVINE (IRVINE, CA)

M.B.A. MANAGEMENT/ECONOMICS – 1988 - BAYLOR UNIVERSITY (WACO, TX)

B. S. Geology – 1986 - Baylor University (Waco, TX)

Selected Engagements

- Denver International Airport – IT Continuous Improvement
- Southern Ute Indian Tribe - Key Performance Indicator (KPI) project
- Washington State Ferries System – Provided organizational structure for CEO
- City of Bainbridge Island - performance management system (Triple Bottom Line Balanced Scorecard)
- City of Tacoma - performance audit of the Environmental Services Department
- City of Kirkland - Principal Management Consultant supporting the development of an IT Strategic Plan
- City of Portland - analysis and recommendations for Organizational Restructure
- Denver Museum of Nature and Science - Principal consultant overseeing a comprehensive, review, mapping, and improvement of key museum processes in advance of procuring a new information management system.
- National Park Service - Organizational Assessment for the SER Regional Office
- City and County of Denver, Clerk and Recorder’s Office – Business Process Assessment

FRANCOIS LAGUEUX – PRINCIPAL INFORMATION ENGINEER / SUBJECT MATTER EXPERT

SUMMARY

Mr. Lagueux is a Senior Software Engineer with over 20 years of experience building successful Enterprise Software Solutions. His diverse background in Data Warehouse/ OLAP, Systems Integration, and GIS Development strengthen his ability to provide superior software solutions. As an Enterprise Architect, Mr. Lagueux takes an active role in the preliminary studies to understand client business objectives, constraints, current systems and business processes. His involvement in conducting interviews and meeting with executive sponsors, IT resources and key stakeholders enables him to capture the client vision in his Enterprise Software Solutions. Mr. Lagueux is a straightforward leader highly skilled in managing people as well as complex IT initiatives and applies flexible management styles to energize corporate assets to perform at optimum levels. Mr. Lagueux is adept at identifying/resolving core programmatic and technical issues, building team cohesiveness in challenging settings and delivering measurable and value added results.

DISTINGUISHING QUALIFICATIONS

- Software Architecture
- System Integration/System Interfaces/SOA
- Data Warehousing and OLAP
- GIS
- Database Design/Data Modeling
- Project Management (AGILE)/Team Leader
- OOM/UML
- Requirements Management/Use Cases

TECHNICAL SKILLS

- Strong technical background in software architecture and engineering for both SOA, OLTP and OLAP systems, data management, enterprise application integration, and human factors engineering
- In-depth experience in product, contract and vendor management
- Methodology and standard; CMMI, ICONIX, UML, OOM, Booch, OMT, p+, HL7, Military Standard Ada Programming
- Databases: Oracle®, SQL Server, Analysis Services, SSIS (DTS/ETL), SQL, PL/SQL, Ingres®
- Languages: ASP.NET, C#, Visual C/C++®, Visual Basic®, Java™, Visual Basic® for Applications, Unix Borne Shell®, SQL, HTML, XML/XSL
- GIS, SDE™, ArcObject™, ArcMap™, ArcIMS™
- Tuxedo®, BizTalk®, Data Warehouse, OLAP/BI

EDUCATION

B.S. MATHEMATICS - 1987

University of Montreal (Quebec, Canada)

COMPUTER SCIENCE- 1984

University of Sherbrooke (Quebec, Canada)

SELECTED ENGAGEMENTS

LOS ALAMOS NATIONAL LABORATORIES (LANL) – SAMPLE EVENET MANAGEMENT SYSTEM

WASHINGTON HEADQUARTERS SERVICE DEFENSE FACILITIES DIRECTORATE (WHS DFD) - ENTERPRISE SOLUTION FOR THE BUILDING INFORMATION MODEL (BIM)

NAVY NORTH ISLAND - ENVIRONMENTAL SAMPLE MANAGEMENT SYSTEM (ESMS)

NAVY SOUTHWEST REGION - REGIONAL DATABASE MANAGER (RDM) FOR THE NAVY NIRIS SYSTEM

U.S. GEOLOGICAL SERVICES (USGS) - GROUNDWATER FLOW MODELING PROJECT

CITY AND COUNTY OF DENVER – TECHNOLOGY SERVICES - PERMITTING, INSPECTIONS, LICENSING, GIS ADDRESSING, AND PLAN REVIEW (PILAR) PROJECT.

DENVER METRO WASTEWATER - DEVELOPED AN INFRASTRUCTURE TO INTEGRATE THE INCEPTOR DATABASE WITH OTHER EXISTING LEGACY DATABASES

STEVEN MACIEJEWSKI – VP INTEGRATED SECURITY SOLUTIONS / SUBJECT MATTER EXPERT

SUMMARY

Mr. Maciejewski is a Cyber Information Technology Executive helping large organizations with security program management, risk management, IT cyber operations and compliance. Deep Cyber Security technical experience coupled with business and information technology operations allows for a unique skill set to understand business requirements and risk associated with technology selection and implementation. Earned reputation for relationship building, Team building, program management, communication skills and project delivery.

EDUCATION

- University of Arizona MBA Seminar Series
- Arizona State University, 1984–1987, Information Systems
- US ARMY Non-Commissioned Officer Academy, 1982 Memberships
- INFRAGARD-Colorado
- Executive Steering Committee CIS for SANS Critical Controls American Legion Post 82

TECHNICAL SKILLS

- Solutions Integrations
- Data Loss Prevention
- Identity Access Management
- SCADA
- Security Operations
- Strategic Planning
- Program Management
- Privilege Access Management
- Multifactor Authentication
- Penetration testing
- Maturity Assessment
- SOX
- CIP
- PCI DSS

PROFESSIONAL EXPERIENCE

REVISION, INC – CISO / VP SECURITY

KPMG - INFORMATION PROTECTION AND ADVISORY SERVICES- JANUARY 2015 – AUGUST 2016

REVISION, INC. - CISO / VP CYBER SECURITY

CATHOLIC HEALTH INITIATIVES – CYBER MANAGEMENT CONSULTANT JANUARY 2011– JANUARY 2012

CH2MHILL – VICE PRESIDENT INTEGRATED SECURITY SOLUTIONS – 2007-2011

3T SYSTEMS, INC. / CAPSTONE SECURITY, INC. – DIRECTOR, SECURITY PRACTICE -2005-2007

CAPSTONE SECURITY - CHIEF TECHNOLOGY OFFICER & PARTNER – 2003-2005

5280 SOLUTIONS, INC. / NELNET – DIRECTOR, SECURITY SOLUTIONS – 2002-2003

EMC - NATIONAL PRACTICE MANAGER, INTERNETWORKING & SECURITY – 2000-2002

EXPERIAN RDBMS - TELECOMMUNICATIONS & INFORMATION SYSTEMS DIRECTOR – 1997-2000

PHILIP MCDONOUGH – SR. VICE PRESIDENT - TRANSPORTATION

Summary - Mr. McDonough Systems Leader with a proven ability to grasp business needs, evaluate priorities and apply technologies to deliver effective business solutions. Background includes leading IT professionals in the aviation industry. Mr. McDonough brings expertise with planning, implementing and supporting passenger-processing and parking revenue control systems in North American airports. He is an effective administrator and strategic visionary for aviation systems management and managed services. He has assisted airport IT organizations with simplifying operational requirements and procedures for production systems and IT maintenance organizations. Mr. McDonough is a named author of the ACC Airport Information Technology & Systems (IT&S) Best Practice Guidelines for the Airport Industry.

Professional Certificates:

- PMP Level 2; ARINC/ Project Management Institute
- ITIL V3 Foundations: Pink Elephant
- ITIL Practitioner: Availability, Capacity & IT Service: Pink Elephant
- A +: CompTIA
- Microsoft Office User Specialist (MOUS)
- IBM Desktop and Server Warranty

Education:

B.A. POLITICAL SCIENCE - 1994

Temple University – Philadelphia, PA

Selected Engagements:

- Dallas Love Field Airport (DAL) - IT Organizational and Service Strategy Assessment
- Savannah – Hilton Head Airport (SAV) - IT Operational and Service Strategy Assessment
- Denver International Airport (DEN) - Common Use Roadmap
- Denver International Airport (DEN) - Common Use Self Service (CUSS) Pilot
- John F. Kennedy International Airport -Terminal 1 (JFK T1) - Common Use Self Service Implementation
- Oakland International Airport (OAK) - Common Use Self Service Implementation
- Los Angeles International Airport – Terminal 2 (LAX T2) and San Diego International Airport (SAN) - Common Use Service Delivery Implementation with systems upgrade
- Vancouver International Airport (YVR) - Common Use Service Delivery and IT Service Management
- Phoenix Sky Harbor International Airport (PHX) - Passenger Information Paging System Implementation and Service Delivery
- Washington Dulles International Airport (IAD) - Parking Revenue Control System Implementation and Maintenance Support

KHALIL NASSER, PH.D. – PRESIDENT AND CEO/SENIOR ADVISOR / SUBJECT MATTER EXPERT

SUMMARY Dr. Nasser has served as a trusted advisor to C-level executives over the past 20 years for local, state, and federal government customers as well as non-profit entities. He has guided and led several large-scale IT organization realignment projects, and has helped many CIO's and Executives with their Technology Sourcing Strategies and Implementations.

- DISTINGUISHING QUALIFICATIONS**
- **Expert management consultant** with experience in:
 - Organizational, Operational and IT Project/Program, Portfolio Needs Analysis
 - Business Process Analysis and Reengineering
 - Organizational Analysis and Design
 - Design of High Performing Organizations
 - Strategic Planning and Risk Analysis and Management
 - C-level Coaching
 - **Expert in information technology** with experience in:
 - IT Service Management
 - Enterprise, IT Program Governance and Service Delivery
 - Service Oriented Architecture and SOA Management Governance
 - Software Development Lifecycle
 - IT Program Management
 - **Expert in technical domains** with experience in:
 - Environmental Restoration under RCRA or Superfund
 - Regulatory Negotiations and Public Relations
 - Numerical Analysis and Modeling
 - Statistical Process Control
 - Geographic Information Systems
 - Little and Big BIM

- PROFESSIONAL CERTIFICATES**
- **BUSINESS PROCESS ANALYST**, GEORGE WASHINGTON UNIVERSITY
 - **GREEN BELT OF SIX SIGMA METHODOLOGY**
 - **BLACK BELT OF SIX SIGMA METHODOLOGY**

EDUCATION

PH.D. ENGINEERING/STATISTICS -
Colorado School of Mines (Golden, CO)

M.S. GEOLOGICAL ENGINEERING
Colorado School of Mines (Golden, CO)

B.S. ENGINEERING GEOLOGY
American University of Beirut (Beirut, Lebanon)

- SELECTED ENGAGEMENTS**
- DENVER INTERNATIONAL AIRPORT, TECHNOLOGIES DIVISION**
Trusted advisor and consultant to four CIO's since 2004.
- CITY AND COUNTY OF DENVER, TECHNOLOGY SERVICES**
Consultant to the CIO and Deputy CIO during consolidation of IT services.
- CITY AND COUNTY OF DENVER, OFFICE OF THE CLERK & RECORDER**
Consultant to the Clerk, assessing their current technology resources and processes.
- WASHINGTON HEADQUARTERS SERVICES**
Washington, D.C.
Performed an organization, process, and IT assessment to support Defense Facilities Directorate (DFD) in transforming to a high performing organization.

ZANE SHULTS PRINCIPAL CONSULTANT

Summary - Mr. Schultz is a dynamic Information Management professional with over 20 years of information, master data and BI management/design/implementation experience. My experience includes successful design, implementation and management of information management solutions at multiple Fortune 1000 corporations utilizing a wide variety of technologies for BI, DW, Data Governance and Master Data Management that exceeded corporate information requirements. A key ingredient to my success is my ability to not only identify the appropriate technology but work with business partners to successfully design and deploy enterprise information management solutions that meet the organizational and strategic objectives.

Distinguishing Qualifications

- Created an organization to successfully integrate disparate data sources and Business Objects business intelligence environments during the merger of 2 Fortune 1000 corporations that exceeded expectation for internal and external clients.
- Nominated for 2 President's awards for outstanding management of the design, deployment and support for multiple enterprise Business Objects BI solutions to provide operational, sales and executive reporting and analytics.
- Managed a team of BI/DW professionals that partnered with executive management to design, develop and deploy a Microsoft information management solution for a Fortune 1000 retailer that exceeded expectations and provided the foundation for all future information management initiatives.
- Successfully designed and deployed a Retail Management System/ Merchandise Financial Planning data integration, SQL server data warehouse and BI migration to support the legacy migration of an enterprise retail management application.
- Managed a cross functional project team to design and deliver a Microsoft BI solution to support mission critical corporate sales analytics to over 2000 sales associates
- Successfully managed the design and deployment of an enterprise data warehouse, master data management, data integration and SAP Business Intelligence enterprise solution to support data analytics, mobile BI, operational/sales reporting and executive management data visualization solution.
- Lead multiple technical project teams that successfully implemented and supported a \$4M enterprise ERP/BI/DW migration and implementation that failed with two previous vendors.
- Identified and lead a development team for an enterprise information management application integration that saved \$3 million in support contracts.
- Selected by executive management to participate in Global telecom and IT steering committee to provide corporate wide IT strategy.

Selected Engagements

- MANAGER OF ENTERPRISE REPORTING – GREAT WEST FINANCIAL
- BUSINESS INTELLIGENCE/DATA WAREHOUSE MANAGER – IGPS/BI/DW/IT MANAGEMENT CONSULTANT
- Senior BI/DW Program Manager (Steinmart)
- IT Support Manager (Rio Tinto)
- Senior Project Manager (American Express)
- Senior Program Manager (Lumenare Networks Inc.)
- Senior Technical Process Analyst (HSBC - North America)
- Technical Deployment Manager (Deltanet, Inc.)
- SENIOR TECHNICAL ACCOUNT MANAGER - SUN MICROSYSTEMS
- BI ENGAGEMENT/PROJECT MANAGER - BAAN BUSINESS SYSTEMS
- BI PROJECT MANAGER CONSULTANT – ISSI

MATT SULLY – BUSINESS ANALYST/PROJECT MANAGER/SOLUTIONS ARCHITECT

Summary - Mr. Sully has a diverse Business Analysis, Solution Architecture and Solution background with extensive experience in vendor management, enterprise system integration, interface development and documentation.

Distinguishing Qualifications

- **Develops and articulates IT solutions** based on the enterprise's compliance posture, strategic business and technical requirements.
- **Systems integration** enabling enterprise agility and architectural alternatives.
- Designed and managed **implementation of secure email gateway solution** to protect all email communications (server, SaaS, thin-client) for desktop and mobile use (smart phone and pad devices included) to support compliance.
- Discerned architectural solution to **enable secure collaboration** by cloud-based (Salesforce®) users of enterprise applications (Remedy®, Mass Inventory).
- Provided **project management to State/Federal HAVA solution** alongside "Big4" vendor partner.
- Excellent, **empathetic, conversation skills** with business users.
- Designed, managed development of and coordinated support for a **multi-tier, statewide, public knowledge services portal information system**.
- **Engineered hardware, software portal and communication protocols** that enabled an international organization of distributed medical professionals.
- Designed, developed and deployed a **secure Software-as-a-Service (SaaS) multi-company healthcare billing information and resolution portal solution**.
- Presented, negotiated and provisioned **portal security assessment services** for one of three largest credit card providers worldwide.
- **Software architecture design and development experience**, from system to component level, using RUP (Rational Unified Process), Agile and Scrum methodologies.

Professional Certificates

- Microsoft™ certified specialist
- IBM® websphere™ ecommerce specialist
- hewlett packard® (compaq™) infrastructure specialist
- acclivus® business development

Education

BS Engineering
Oxford Brooks, UK

- Denver International Airport – ITSM / ITSCM ConsultanT
- Connect for Health Colorado - Led the Privacy Standard and Policy development initiative to align with NIST requirements.
- Energy Client - Defined and managed an Agile development Cyber security project
- Catholic Health Initiatives -Executive Business Analyst and Project Manager, leading the implementation of security controls and collaborative systems
- CenturyLink/Qwest communications -Eliciting business requirements, aligning those with revenue targets and developing the appropriate artifacts to enable a geographically diverse development organization to provision
- Desabran, inc. - Leading the Analysis and design efforts for this product focused 'digital privacy and development' portal software company, that specializes in the international provision of technology-based "Secure Collaboration"

**Education:**

*Associate of Science
Architecture
and Engineering*

*Jefferson College,
Hillsboro, Missouri*

Affiliations:

*Airport Consultants
Council-Young Profess./
Security/IT Committee*

*ACC-Past Member Board
of Governors/2014
recipient of the Board of
Directors Award*

*Airport Council
International – Business
IT Group and Public
Safety Security Steering
Group*

*American Association
of Airport Executives*

*National Academy of
Science Transportation
Research Board Task
Force on Aviation Security
and Emergency
Management*

Publications:

*“Building a Command
Center” Interview with
Electrical Contractor
Magazine, February 2015*

*“Airport Cities Must Take
Heed of the New York
Airports’ Wi-Fi Way”
Interview with
GlobalAirportCities.com,
August 2013*

*“Planning for IT
Development” Interview
with Airport Business
Magazine, February 2010*

*Airport Business
Magazine Bi-Monthly
Article’s Related to
Business Process Re-
Engineering 2006/2007*

As an aviation-centric technology and security professional, Faith has more than 30 years of experience in operational planning, security and telecommunications design including development of policy and procedures in support of complex business processes. Faith provides executive leadership on projects and focuses on building stakeholder consensus, developing cost effective alternatives to complex security and technology issues, and assuring projects are staffed with the right combination of subject matter experts to yield the cost effective results expected by her client base. Many projects include not only internal airport stakeholders, but also airlines, tenants, and a host of agencies including the TSA, FAA and DHS. Faith’s career in airport security and video systems design started in 1989 with deployment of the first FAR 107.14 compliant system. She has since continued to enhance her knowledge along with her security and technology background and is currently a steering group member of the ACI Public Safety and Security committee as well as the Business and IT Group.

San Francisco International Airport, Program Management Support Services for Airport Security Improvement Program (ASIP) and Passenger Processing Systems (PPS) - San Francisco, California
Principal-in-Charge

San Francisco International Airport, T1 Redvelop./Boarding Area B - San Francisco, California
Principal-in-Charge

Hartsfield-Jackson Atlanta International Airport, On-Call Planning Contract - Atlanta, Georgia
Principal-in-Charge

Charlotte Douglas International Airport, On-Call Services Contract - Charlotte, North Carolina
Principal-in-Charge

Milwaukee International Airport, OTA Funding Development / IP CCTV System - Milwaukee, Wisconsin
Principal-in-Charge

Baltimore Washington International Airport, 5-Year On-Call Services Contract - Baltimore, Maryland
Principal-in-Charge

Southwest Florida International Airport, FIDS/Wayfinding, PCI Network - Ft. Myers, Florida
Principal-in-Charge

San Antonio International Airport, Aviation IT & Security Design Services - San Antonio, Texas
Principal-in-Charge

Jackson International Airport, Security/Access Control System Improvements - Jackson, Mississippi
Principal-in-Charge

Philadelphia International Airport, On-Call Services, Security Master Plan - Philadelphia, Pennsylvania
Principal-in-Charge

Orlando International Airport, 5 Year On-Call Services and IT Master Plans - Orlando, Florida
Principal-in-Charge

Memphis International Airport, Information Technology Master Plan - Memphis, Tennessee
Principal-in-Charge

Memphis International Airport, CCTV / Access Control System - Memphis, Tennessee
Principal-in-Charge

Phoenix Sky Harbor International Airport, Design New AOC/EOC, EMS - Phoenix, Arizona
Principal-in-Charge

Detroit Metropolitan Airport, Security/Infrastructure Master Plan & Deployment - Detroit, Michigan
Principal-in-Charge/Project Manager

Airport Cooperative Research Program, ACRP 01-12 - A Primer for IT Systems - Washington, D.C.
Principal-in-Charge

Minneapolis International Airport, On-Call Services/ACS Replacement/CCTV Master Plan - Minneapolis, Minnesota
Principal-In-Charge

**Senior Systems Designer / Subject Matter Expert****Education:**

*Bachelor of Science
Business
Communications,
1978*

*Northwest Missouri
State University
Maryville, Missouri*

Certifications:

*ASIS – Physical
Security Professional
(PSP)
Registration #236928*

Affiliations:

*American Society of
Industrial Security
Association*

*National Burglar Fire
Alarm Association*

*National Institution for
the Certification of
Engineering
Technologists*

Product Experience:

*Access Control: Lenel,
DSX, Johnson Controls,
AMAG Software
House, Hirsch, HID;
Honeywell*

*ID Credential: Lenel,
DSX, Johnson Controls,
AMAG, Software
House, Quantum
Secure, Intellisoft*

*CCTV: Vicon, Pelco,
Panasonic, American
Dynamics, Lenel,
Milestone, ONSSI,
DVTel, Axis*

Intercom: Aiphone,

*Intrusion: Bosch, DMP,
Honeywell, GE*

Sal has more than 35 years of experience in the planning, design and installation of state-of-the-art low voltage systems for transportation, industrial, commercial and large retail facilities. He maintains current knowledge of security technology including specialized expertise for Perimeter Intrusion Detection Systems (PIDS), CCTV, and Access Control Systems (ACS) as well as security planning and integration strategies. Sal effectively combines hands-on experience and excellent communication skills to create cost effective, constructible, and practical designs. He is board certified by the American Society of International Security (ASIS) as a Physical Security Professional and specializes in specification writing. This accreditation represents a high level of knowledge about the application and design of physical security equipment and technologies.

Austin Bergstrom International Airport IT Master Plan (ITMP) - Austin, Texas
Security Systems Specialist

San Antonio International Airport, Aviation IT & Security Design Services - San Antonio, Texas
Program Technology Lead

Honolulu International Airport, Terminal Modernization Program Master Architect Team, Security Planning and Design Services - Honolulu, Hawaii
Senior Systems Designer

Philadelphia International Airport, On Call Services, Security Master Plan - Philadelphia, Pennsylvania
Project Manager

Hartsfield-Jackson Atlanta International Airport, Perimeter Intrusion Detection System - Atlanta, Georgia
Security Systems Specialist

Milwaukee International Airport, Surveillance System Upgrade - Milwaukee, Wisconsin
Systems Designer

Detroit International Airport, Security Information Technology Master Plan (SIMP) - Detroit, Michigan
Senior Security Analyst

Memphis International Airport, Information Technology Master Plan - Memphis, Tennessee
Security Planner

Memphis International Airport, CCTV / Access Control System - Memphis Tennessee
Security Systems Lead Designer

Cleveland Hopkins International Airport, IT Master Plan - Cleveland, Ohio
Senior Engineer

Milwaukee International Airport, Information Technology Master Plan Project/Security and Safety Systems - Milwaukee, Wisconsin
Systems Designer

Greenville Spartanburg Airport, IT Strategy Project and Requirements Analysis - Greer, South Carolina
Airport Infrastructure Specialist

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

**Education:**

*Bachelor of Science - Finance
Minor in Macroeconomics*

*Miami University Farmer School
of Business
Oxford, Ohio*

Affiliations:

*Airport Council International
(ACI)*

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

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

Publications:

*Airport World: "Happy Talk-
Faith Group's Zach Varwig
considers how strategically
using data can significantly
enhance the 'airport experience'
for passengers" December, 2013*

*AviationPros.com: "Finding Your
Way Around Flow Monitoring"
November 2014*

*Airport Cooperative Research
Program Transportation
Research Board 01-23
Guidebook on Mitigating
Disruptive Wi-Fi Interference at
Airports*

Awards:

*1st place in the ACC Young
Professionals Innovation
Competition with, "The Smart
Traveler: Industry Best Practices
and Innovative Strategies on
How Airports can Capitalize on
the Mobile Revolution."*

Zach is a project manager specializing in the planning and design of mobile, wireless, operations, security, safety management systems, and administrative information technology systems for aviation, transportation, and healthcare facilities. His skill sets are rooted in technology impact evaluation and operations analysis, along with technology concept generation and business case development. Zach has led industry research teams for multiple airport IT master planning projects, with a focus on current technological trends in the industry, the use cases or problems they solve, and the results they have reaped. His unique background in both finance and IT allow him to evaluate IT systems from both an end user and a financial justification standpoint, yielding a holistic view on the effectiveness of new technology within an airport environment.

Orlando International Airport, Mobile Application Development - Orlando, Florida
Project Manager

Orlando International Airport, IT Master Plan Update - Orlando, Florida
Project Manager/System Analyst

San Francisco International Airport, Terminal 1 Redevelopment Program/Boarding Area B - San Francisco, California
Project Manager/Special Systems Designer

Orlando International Airport, 5 Year On-Call Services Contract, IT Master Plan, Telecommunications and Security - Orlando, Florida
Client Manager/System Analyst

Memphis International Airport, Information Technology Master Plan - Memphis, Tennessee
Systems Analyst

Minneapolis-St. Paul International Airport, Distributed Antenna Systems Strategic Planning - Minneapolis, Minnesota
Project Manager/Lead Consultant

Detroit Metropolitan Wayne County Airport, Command Control Center and EOC Project - Detroit, Michigan
Systems Analyst

Minneapolis-St. Paul International Airport, Queue Monitoring Research and Industry Analysis - Minneapolis, Minnesota
Lead Consultant/Project Manager

Port of Portland, Airport Technology Master Plan - Portland Oregon
Subject Matter Expert

Hartsfield-Jackson Atlanta International Airport, Information Technology (IT) and Security System Master Plan - Atlanta, Georgia
System Analyst

Detroit Metropolitan Airport, Security and Infrastructure Master Plan - Detroit, Michigan
Systems Analyst

Southwest Florida International Airport, Flight Information Display System (FIDS) and Wayfinding Upgrades - Ft. Myers, Florida
Systems Analyst

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By submitting an Offer in response to the Solicitation, the Contractor agrees that the Contract shall be governed by the following terms and conditions. Unless otherwise specified in the Contract, Sections 3, 4, 5, 6, 7, 8, 20, 21, and 36 shall apply only to a Solicitation to purchase Goods, and Sections 9, 10, 11 and 22 shall apply only to a Solicitation to purchase Services to be performed principally at the City's premises or on public rights-of-way.

1. **CONTRACTOR'S OBLIGATIONS**. The Contractor shall fully and timely provide all Deliverables described in the Solicitation and in the Contractor's Offer in strict accordance with the terms, covenants, and conditions of the Contract and all applicable Federal, State, and local laws, rules, and regulations.
2. **EFFECTIVE DATE/TERM**. Unless otherwise specified in the Solicitation, this Contract shall be effective as of the date the contract is signed by the City, and shall continue in effect until all obligations are performed in accordance with the Contract.
3. **CONTRACTOR TO PACKAGE DELIVERABLES**: The Contractor will package Deliverables in accordance with good commercial practice and shall include a packing list showing the description of each item, the quantity and unit price. Unless otherwise provided in the Specifications or Supplemental Terms and Conditions, each shipping container shall be clearly and permanently marked as follows: (a) The Contractor's name and address, (b) the City's name, address and purchase order or purchase release number and the price agreement number if applicable, (c) Container number and total number of containers, e.g. box 1 of 4 boxes, and (d) the number of the container bearing the packing list. The Contractor shall bear cost of packaging. Deliverables shall be suitably packed to secure lowest transportation costs and to conform with requirements of common carriers and any applicable specifications. The City's count or weight shall be final and conclusive on shipments not accompanied by packing lists.
4. **SHIPMENT UNDER RESERVATION PROHIBITED**: The Contractor is not authorized to ship the Deliverables under reservation and no tender of a bill of lading will operate as a tender of Deliverables.
5. **TITLE & RISK OF LOSS**: Title to and risk of loss of the Deliverables shall pass to the City only when the City actually receives and accepts the Deliverables.
6. **DELIVERY TERMS AND TRANSPORTATION CHARGES**: Deliverables shall be shipped F.O.B. point of delivery unless otherwise specified in the Supplemental Terms and Conditions. Unless otherwise stated in the Offer, the Contractor's price shall be deemed to include all delivery and transportation charges. The City shall have the right to designate what method of transportation shall be used to ship the Deliverables. The place of delivery shall be that set forth in the block of the purchase order or purchase release entitled "Receiving Agency".
7. **RIGHT OF INSPECTION AND REJECTION**: The City expressly reserves all rights under law, including, but not limited to the Uniform Commercial Code, to inspect the Deliverables at delivery before accepting them, and to reject defective or non-conforming Deliverables. If the City has the right to inspect the Contractor's, or the Contractor's Subcontractor's, facilities, or the Deliverables at the Contractor's, or the Contractor's Subcontractor's, premises, the Contractor shall furnish, or cause to be furnished, without additional charge, all reasonable facilities and assistance to the City to facilitate such inspection.
8. **NO REPLACEMENT OF DEFECTIVE TENDER**: Every tender or delivery of Deliverables must fully comply with all provisions of the Contract as to time of delivery, quality, and quantity. Any non-complying tender shall constitute a breach and the Contractor shall not have the right to substitute a conforming tender; provided, where the time for performance has not yet expired, the Contractor may notify the City of the intention to cure and may then make a conforming tender within the time allotted in the contract.
9. **PLACE AND CONDITION OF WORK**: The City shall provide the Contractor access to the sites where the Contractor is to perform the services as required in order for the Contractor to perform the services in a timely and efficient manner, in accordance with and subject to the applicable security laws, rules, and regulations. The Contractor acknowledges that it has satisfied itself as to the nature of the City's service requirements and specifications, the location and essential characteristics of the work sites, the quality and quantity of materials, equipment, labor and facilities necessary to perform the services, and any other condition or state of fact which could in any way affect performance of the Contractor's obligations under the contract. The Contractor hereby releases and holds the City

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harmless from and against any liability or claim for damages of any kind or nature if the actual site or service conditions differ from expected conditions.

10. WORKFORCE

- A. The Contractor shall employ only orderly and competent workers, skilled in the performance of the services which they will perform under the Contract.
- B. The Contractor, its employees, subcontractors, and subcontractor's employees may not while engaged in participating or responding to a solicitation or while in the course and scope of delivering goods or services under a City of Austin contract or on the City's property .
 - i. use or possess a firearm, including a concealed handgun that is licensed under state law, except as required by the terms of the contract; or
 - ii. use or possess alcoholic or other intoxicating beverages, illegal drugs or controlled substances, nor may such workers be intoxicated, or under the influence of alcohol or drugs, on the job.
- C. If the City or the City's representative notifies the Contractor that any worker is incompetent, disorderly or disobedient, has knowingly or repeatedly violated safety regulations, has possessed any firearms, or has possessed or was under the influence of alcohol or drugs on the job, the Contractor shall immediately remove such worker from Contract services, and may not employ such worker again on Contract services without the City's prior written consent.

- 11. COMPLIANCE WITH HEALTH, SAFETY, AND ENVIRONMENTAL REGULATIONS:** The Contractor, its Subcontractors, and their respective employees, shall comply fully with all applicable federal, state, and local health, safety, and environmental laws, ordinances, rules and regulations in the performance of the services, including but not limited to those promulgated by the City and by the Occupational Safety and Health Administration (OSHA). In case of conflict, the most stringent safety requirement shall govern. The Contractor shall indemnify and hold the City harmless from and against all claims, demands, suits, actions, judgments, fines, penalties and liability of every kind arising from the breach of the Contractor's obligations under this paragraph.

12. INVOICES:

- A. The Contractor shall submit separate invoices in duplicate on each purchase order or purchase release after each delivery. If partial shipments or deliveries are authorized by the City, a separate invoice must be sent for each shipment or delivery made.
- B. **Proper Invoices must include a unique invoice number, the purchase order or delivery order number and the master agreement number if applicable, the Department's Name, and the name of the point of contact for the Department.** Invoices shall be itemized and transportation charges, if any, shall be listed separately. A copy of the bill of lading and the freight waybill, when applicable, shall be attached to the invoice. The Contractor's name and, if applicable, the tax identification number on the invoice must exactly match the information in the Vendor's registration with the City. Unless otherwise instructed in writing, the City may rely on the remittance address specified on the Contractor's invoice.
- C. Invoices for labor shall include a copy of all time-sheets with trade labor rate and Deliverables order number clearly identified. Invoices shall also include a tabulation of work-hours at the appropriate rates and grouped by work order number. Time billed for labor shall be limited to hours actually worked at the work site.
- D. Unless otherwise expressly authorized in the Contract, the Contractor shall pass through all Subcontract and other authorized expenses at actual cost without markup.
- E. Federal excise taxes, State taxes, or City sales taxes must not be included in the invoiced amount. The City will furnish a tax exemption certificate upon request.

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13. PAYMENT:

- A. All proper invoices received by the City will be paid within thirty (30) calendar days of the City's receipt of the Deliverables or of the invoice, whichever is later.
- B. **If payment is not timely made, (per paragraph A), interest shall accrue on the unpaid balance at the lesser of the rate specified in Texas Government Code Section 2251.025 or the maximum lawful rate; except, if payment is not timely made for a reason for which the City may withhold payment hereunder, interest shall not accrue until ten (10) calendar days after the grounds for withholding payment have been resolved.**
- C. If partial shipments or deliveries are authorized by the City, the Contractor will be paid for the partial shipment or delivery, as stated above, provided that the invoice matches the shipment or delivery.
- D. The City may withhold or set off the entire payment or part of any payment otherwise due the Contractor to such extent as may be necessary on account of:
 - i. delivery of defective or non-conforming Deliverables by the Contractor;
 - ii. third party claims, which are not covered by the insurance which the Contractor is required to provide, are filed or reasonable evidence indicating probable filing of such claims;
 - iii. failure of the Contractor to pay Subcontractors, or for labor, materials or equipment;
 - iv. damage to the property of the City or the City's agents, employees or contractors, which is not covered by insurance required to be provided by the Contractor;
 - v. reasonable evidence that the Contractor's obligations will not be completed within the time specified in the Contract, and that the unpaid balance would not be adequate to cover actual or liquidated damages for the anticipated delay;
 - vi. failure of the Contractor to submit proper invoices with all required attachments and supporting documentation; or
 - vii. failure of the Contractor to comply with any material provision of the Contract Documents.
- E. Notice is hereby given of Article VIII, Section 1 of the Austin City Charter which prohibits the payment of any money to any person, firm or corporation who is in arrears to the City for taxes, and of §2-8-3 of the Austin City Code concerning the right of the City to offset indebtedness owed the City.
- F. Payment will be made by check unless the parties mutually agree to payment by credit card or electronic transfer of funds. The Contractor agrees that there shall be no additional charges, surcharges, or penalties to the City for payments made by credit card or electronic funds transfer.
- G. The awarding or continuation of this contract is dependent upon the availability of funding. The City's payment obligations are payable only and solely from funds Appropriated and available for this contract. The absence of Appropriated or other lawfully available funds shall render the Contract null and void to the extent funds are not Appropriated or available and any Deliverables delivered but unpaid shall be returned to the Contractor. The City shall provide the Contractor written notice of the failure of the City to make an adequate Appropriation for any fiscal year to pay the amounts due under the Contract, or the reduction of any Appropriation to an amount insufficient to permit the City to pay its obligations under the Contract. In the event of non or inadequate appropriation of funds, there will be no penalty nor removal fees charged to the City.

- 14. TRAVEL EXPENSES:** All travel, lodging and per diem expenses in connection with the Contract for which reimbursement may be claimed by the Contractor under the terms of the Solicitation will be reviewed against the City's Travel Policy as published and maintained by the City's Controller's Office and the Current United States General Services Administration Domestic Per Diem Rates (the "Rates") as published and maintained on the Internet at:

<http://www.gsa.gov/portal/category/21287>

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No amounts in excess of the Travel Policy or Rates shall be paid. All invoices must be accompanied by copies of detailed itemized receipts (e.g. hotel bills, airline tickets). No reimbursement will be made for expenses not actually incurred. Airline fares in excess of coach or economy will not be reimbursed. Mileage charges may not exceed the amount permitted as a deduction in any year under the Internal Revenue Code or Regulations.

15. FINAL PAYMENT AND CLOSE-OUT:

- A. If an MBE/WBE Program Compliance Plan is required by the Solicitation, and the Contractor has identified Subcontractors, the Contractor is required to submit a Contract Close-Out MBE/WBE Compliance Report to the Project manager or Contract manager no later than the 15th calendar day after completion of all work under the contract. Final payment, retainage, or both may be withheld if the Contractor is not in compliance with the requirements of the Compliance Plan as accepted by the City.
- B. The making and acceptance of final payment will constitute:
 - i. a waiver of all claims by the City against the Contractor, except claims (1) which have been previously asserted in writing and not yet settled, (2) arising from defective work appearing after final inspection, (3) arising from failure of the Contractor to comply with the Contract or the terms of any warranty specified herein, (4) arising from the Contractor's continuing obligations under the Contract, including but not limited to indemnity and warranty obligations, or (5) arising under the City's right to audit; and
 - ii. a waiver of all claims by the Contractor against the City other than those previously asserted in writing and not yet settled.

16. SPECIAL TOOLS & TEST EQUIPMENT: If the price stated on the Offer includes the cost of any special tooling or special test equipment fabricated or required by the Contractor for the purpose of filling this order, such special tooling equipment and any process sheets related thereto shall become the property of the City and shall be identified by the Contractor as such.

17. AUDITS and RECORDS:

- A. The Contractor agrees that the representatives of the Office of the City Auditor or other authorized representatives of the City shall have access to, and the right to audit, examine, or reproduce, any and all records of the Contractor related to the performance under this Contract. The Contractor shall retain all such records for a period of three (3) years after final payment on this Contract or until all audit and litigation matters that the City has brought to the attention of the Contractor are resolved, whichever is longer. The Contractor agrees to refund to the City any overpayments disclosed by any such audit.
- B. Records Retention:
 - i. Contractor is subject to City Code chapter 2-11 (Records Management), and as it may subsequently be amended. For purposes of this subsection, a Record means all books, accounts, reports, files, and other data recorded or created by a Contractor in fulfillment of the Contract whether in digital or physical format, except a record specifically relating to the Contractor's internal administration.
 - ii. All Records are the property of the City. The Contractor may not dispose of or destroy a Record without City authorization and shall deliver the Records, in all requested formats and media, along with all finding aids and metadata, to the City at no cost when requested by the City
 - iii. The Contractor shall retain all Records for a period of three (3) years after final payment on this Contract or until all audit and litigation matters that the City has brought to the attention of the Contractor are resolved, whichever is longer.
- C. The Contractor shall include sections A and B above in all subcontractor agreements entered into in connection with this Contract.

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18. SUBCONTRACTORS:

- A. If the Contractor identified Subcontractors in an MBE/WBE Program Compliance Plan or a No Goals Utilization Plan the Contractor shall comply with the provisions of Chapters 2-9A, 2-9B, 2-9C, and 2-9D, as applicable, of the Austin City Code and the terms of the Compliance Plan or Utilization Plan as approved by the City (the "Plan"). The Contractor shall not initially employ any Subcontractor except as provided in the Contractor's Plan. The Contractor shall not substitute any Subcontractor identified in the Plan, unless the substitute has been accepted by the City in writing in accordance with the provisions of Chapters 2-9A, 2-9B, 2-9C and 2-9D, as applicable. No acceptance by the City of any Subcontractor shall constitute a waiver of any rights or remedies of the City with respect to defective Deliverables provided by a Subcontractor. If a Plan has been approved, the Contractor is additionally required to submit a monthly Subcontract Awards and Expenditures Report to the Contract Manager and the Purchasing Office Contract Compliance Manager no later than the tenth calendar day of each month.
- B. Work performed for the Contractor by a Subcontractor shall be pursuant to a written contract between the Contractor and Subcontractor. The terms of the subcontract may not conflict with the terms of the Contract, and shall contain provisions that:
 - i. require that all Deliverables to be provided by the Subcontractor be provided in strict accordance with the provisions, specifications and terms of the Contract;
 - ii. prohibit the Subcontractor from further subcontracting any portion of the Contract without the prior written consent of the City and the Contractor. The City may require, as a condition to such further subcontracting, that the Subcontractor post a payment bond in form, substance and amount acceptable to the City;
 - iii. require Subcontractors to submit all invoices and applications for payments, including any claims for additional payments, damages or otherwise, to the Contractor in sufficient time to enable the Contractor to include same with its invoice or application for payment to the City in accordance with the terms of the Contract;
 - iv. require that all Subcontractors obtain and maintain, throughout the term of their contract, insurance in the type and amounts specified for the Contractor, with the City being a named insured as its interest shall appear; and
 - v. require that the Subcontractor indemnify and hold the City harmless to the same extent as the Contractor is required to indemnify the City.
- C. The Contractor shall be fully responsible to the City for all acts and omissions of the Subcontractors just as the Contractor is responsible for the Contractor's own acts and omissions. Nothing in the Contract shall create for the benefit of any such Subcontractor any contractual relationship between the City and any such Subcontractor, nor shall it create any obligation on the part of the City to pay or to see to the payment of any moneys due any such Subcontractor except as may otherwise be required by law.
- D. The Contractor shall pay each Subcontractor its appropriate share of payments made to the Contractor not later than ten (10) calendar days after receipt of payment from the City.

19. WARRANTY-PRICE:

- A. The Contractor warrants the prices quoted in the Offer are no higher than the Contractor's current prices on orders by others for like Deliverables under similar terms of purchase.
- B. The Contractor certifies that the prices in the Offer have been arrived at independently without consultation, communication, or agreement for the purpose of restricting competition, as to any matter relating to such fees with any other firm or with any competitor.
- C. In addition to any other remedy available, the City may deduct from any amounts owed to the Contractor, or otherwise recover, any amounts paid for items in excess of the Contractor's current prices on orders by others for like Deliverables under similar terms of purchase.

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20. **WARRANTY – TITLE:** The Contractor warrants that it has good and indefeasible title to all Deliverables furnished under the Contract, and that the Deliverables are free and clear of all liens, claims, security interests and encumbrances. The Contractor shall indemnify and hold the City harmless from and against all adverse title claims to the Deliverables.
21. **WARRANTY – DELIVERABLES:** The Contractor warrants and represents that all Deliverables sold the City under the Contract shall be free from defects in design, workmanship or manufacture, and conform in all material respects to the specifications, drawings, and descriptions in the Solicitation, to any samples furnished by the Contractor, to the terms, covenants and conditions of the Contract, and to all applicable State, Federal or local laws, rules, and regulations, and industry codes and standards. Unless otherwise stated in the Solicitation, the Deliverables shall be new or recycled merchandise, and not used or reconditioned.
- A. Recycled Deliverables shall be clearly identified as such.
 - B. The Contractor may not limit, exclude or disclaim the foregoing warranty or any warranty implied by law; and any attempt to do so shall be without force or effect.
 - C. Unless otherwise specified in the Contract, the warranty period shall be at least one year from the date of acceptance of the Deliverables or from the date of acceptance of any replacement Deliverables. If during the warranty period, one or more of the above warranties are breached, the Contractor shall promptly upon receipt of demand either repair the non-conforming Deliverables, or replace the non-conforming Deliverables with fully conforming Deliverables, at the City's option and at no additional cost to the City. All costs incidental to such repair or replacement, including but not limited to, any packaging and shipping costs, shall be borne exclusively by the Contractor. The City shall endeavor to give the Contractor written notice of the breach of warranty within thirty (30) calendar days of discovery of the breach of warranty, but failure to give timely notice shall not impair the City's rights under this section.
 - D. If the Contractor is unable or unwilling to repair or replace defective or non-conforming Deliverables as required by the City, then in addition to any other available remedy, the City may reduce the quantity of Deliverables it may be required to purchase under the Contract from the Contractor, and purchase conforming Deliverables from other sources. In such event, the Contractor shall pay to the City upon demand the increased cost, if any, incurred by the City to procure such Deliverables from another source.
 - E. If the Contractor is not the manufacturer, and the Deliverables are covered by a separate manufacturer's warranty, the Contractor shall transfer and assign such manufacturer's warranty to the City. If for any reason the manufacturer's warranty cannot be fully transferred to the City, the Contractor shall assist and cooperate with the City to the fullest extent to enforce such manufacturer's warranty for the benefit of the City.
22. **WARRANTY – SERVICES:** The Contractor warrants and represents that all services to be provided the City under the Contract will be fully and timely performed in a good and workmanlike manner in accordance with generally accepted industry standards and practices, the terms, conditions, and covenants of the Contract, and all applicable Federal, State and local laws, rules or regulations.
- A. The Contractor may not limit, exclude or disclaim the foregoing warranty or any warranty implied by law, and any attempt to do so shall be without force or effect.
 - B. Unless otherwise specified in the Contract, the warranty period shall be at least one year from the Acceptance Date. If during the warranty period, one or more of the above warranties are breached, the Contractor shall promptly upon receipt of demand perform the services again in accordance with above standard at no additional cost to the City. All costs incidental to such additional performance shall be borne by the Contractor. The City shall endeavor to give the Contractor written notice of the breach of warranty within thirty (30) calendar days of discovery of the breach warranty, but failure to give timely notice shall not impair the City's rights under this section.
 - C. If the Contractor is unable or unwilling to perform its services in accordance with the above standard as required by the City, then in addition to any other available remedy, the City may reduce the amount of services it may be

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required to purchase under the Contract from the Contractor, and purchase conforming services from other sources. In such event, the Contractor shall pay to the City upon demand the increased cost, if any, incurred by the City to procure such services from another source.

23. **ACCEPTANCE OF INCOMPLETE OR NON-CONFORMING DELIVERABLES:** If, instead of requiring immediate correction or removal and replacement of defective or non-conforming Deliverables, the City prefers to accept it, the City may do so. The Contractor shall pay all claims, costs, losses and damages attributable to the City's evaluation of and determination to accept such defective or non-conforming Deliverables. If any such acceptance occurs prior to final payment, the City may deduct such amounts as are necessary to compensate the City for the diminished value of the defective or non-conforming Deliverables. If the acceptance occurs after final payment, such amount will be refunded to the City by the Contractor.
24. **RIGHT TO ASSURANCE:** Whenever one party to the Contract in good faith has reason to question the other party's intent to perform, demand may be made to the other party for written assurance of the intent to perform. In the event that no assurance is given within the time specified after demand is made, the demanding party may treat this failure as an anticipatory repudiation of the Contract.
25. **STOP WORK NOTICE:** The City may issue an immediate Stop Work Notice in the event the Contractor is observed performing in a manner that is in violation of Federal, State, or local guidelines, or in a manner that is determined by the City to be unsafe to either life or property. Upon notification, the Contractor will cease all work until notified by the City that the violation or unsafe condition has been corrected. The Contractor shall be liable for all costs incurred by the City as a result of the issuance of such Stop Work Notice.
26. **DEFAULT:** The Contractor shall be in default under the Contract if the Contractor (a) fails to fully, timely and faithfully perform any of its material obligations under the Contract, (b) fails to provide adequate assurance of performance under Paragraph 24, (c) becomes insolvent or seeks relief under the bankruptcy laws of the United States or (d) makes a material misrepresentation in Contractor's Offer, or in any report or deliverable required to be submitted by the Contractor to the City.
27. **TERMINATION FOR CAUSE:** In the event of a default by the Contractor, the City shall have the right to terminate the Contract for cause, by written notice effective ten (10) calendar days, unless otherwise specified, after the date of such notice, unless the Contractor, within such ten (10) day period, cures such default, or provides evidence sufficient to prove to the City's reasonable satisfaction that such default does not, in fact, exist. The City may place Contractor on probation for a specified period of time within which the Contractor must correct any non-compliance issues. Probation shall not normally be for a period of more than nine (9) months, however, it may be for a longer period, not to exceed one (1) year depending on the circumstances. If the City determines the Contractor has failed to perform satisfactorily during the probation period, the City may proceed with suspension. In the event of a default by the Contractor, the City may suspend or debar the Contractor in accordance with the "City of Austin Purchasing Office Probation, Suspension and Debarment Rules for Vendors" and remove the Contractor from the City's vendor list for up to five (5) years and any Offer submitted by the Contractor may be disqualified for up to five (5) years. In addition to any other remedy available under law or in equity, the City shall be entitled to recover all actual damages, costs, losses and expenses, incurred by the City as a result of the Contractor's default, including, without limitation, cost of cover, reasonable attorneys' fees, court costs, and prejudgment and post-judgment interest at the maximum lawful rate. All rights and remedies under the Contract are cumulative and are not exclusive of any other right or remedy provided by law.
28. **TERMINATION WITHOUT CAUSE:** The City shall have the right to terminate the Contract, in whole or in part, without cause any time upon thirty (30) calendar days' prior written notice. Upon receipt of a notice of termination, the Contractor shall promptly cease all further work pursuant to the Contract, with such exceptions, if any, specified in the notice of termination. The City shall pay the Contractor, to the extent of funds Appropriated or otherwise legally available for such purposes, for all goods delivered and services performed and obligations incurred prior to the date of termination in accordance with the terms hereof.
29. **FRAUD:** Fraudulent statements by the Contractor on any Offer or in any report or deliverable required to be submitted by the Contractor to the City shall be grounds for the termination of the Contract for cause by the City and may result in legal action.

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30. DELAYS:

- A. The City may delay scheduled delivery or other due dates by written notice to the Contractor if the City deems it is in its best interest. If such delay causes an increase in the cost of the work under the Contract, the City and the Contractor shall negotiate an equitable adjustment for costs incurred by the Contractor in the Contract price and execute an amendment to the Contract. The Contractor must assert its right to an adjustment within thirty (30) calendar days from the date of receipt of the notice of delay. Failure to agree on any adjusted price shall be handled under the Dispute Resolution process specified in paragraph 48. However, nothing in this provision shall excuse the Contractor from delaying the delivery as notified.
- B. Neither party shall be liable for any default or delay in the performance of its obligations under this Contract if, while and to the extent such default or delay is caused by acts of God, fire, riots, civil commotion, labor disruptions, sabotage, sovereign conduct, or any other cause beyond the reasonable control of such Party. In the event of default or delay in contract performance due to any of the foregoing causes, then the time for completion of the services will be extended; provided, however, in such an event, a conference will be held within three (3) business days to establish a mutually agreeable period of time reasonably necessary to overcome the effect of such failure to perform.

31. INDEMNITY:

- A. Definitions:
 - i. "Indemnified Claims" shall include any and all claims, demands, suits, causes of action, judgments and liability of every character, type or description, including all reasonable costs and expenses of litigation, mediation or other alternate dispute resolution mechanism, including attorney and other professional fees for:
 - (1) damage to or loss of the property of any person (including, but not limited to the City, the Contractor, their respective agents, officers, employees and subcontractors; the officers, agents, and employees of such subcontractors; and third parties); and/or
 - (2) death, bodily injury, illness, disease, worker's compensation, loss of services, or loss of income or wages to any person (including but not limited to the agents, officers and employees of the City, the Contractor, the Contractor's subcontractors, and third parties),
 - ii. "Fault" shall include the sale of defective or non-conforming Deliverables, negligence, willful misconduct, or a breach of any legally imposed strict liability standard.
- B. **THE CONTRACTOR SHALL DEFEND (AT THE OPTION OF THE CITY), INDEMNIFY, AND HOLD THE CITY, ITS SUCCESSORS, ASSIGNS, OFFICERS, EMPLOYEES AND ELECTED OFFICIALS HARMLESS FROM AND AGAINST ALL INDEMNIFIED CLAIMS DIRECTLY ARISING OUT OF, INCIDENT TO, CONCERNING OR RESULTING FROM THE FAULT OF THE CONTRACTOR, OR THE CONTRACTOR'S AGENTS, EMPLOYEES OR SUBCONTRACTORS, IN THE PERFORMANCE OF THE CONTRACTOR'S OBLIGATIONS UNDER THE CONTRACT. NOTHING HEREIN SHALL BE DEEMED TO LIMIT THE RIGHTS OF THE CITY OR THE CONTRACTOR (INCLUDING, BUT NOT LIMITED TO, THE RIGHT TO SEEK CONTRIBUTION) AGAINST ANY THIRD PARTY WHO MAY BE LIABLE FOR AN INDEMNIFIED CLAIM.**

32. INSURANCE: (reference Section 0400 for specific coverage requirements). The following insurance requirement applies. (Revised March 2013).

- A. General Requirements.
 - i. The Contractor shall at a minimum carry insurance in the types and amounts indicated in Section 0400, Supplemental Purchase Provisions, for the duration of the Contract, including extension options and hold over periods, and during any warranty period.
 - ii. The Contractor shall provide Certificates of Insurance with the coverages and endorsements required in Section 0400, Supplemental Purchase Provisions, to the City as verification of coverage prior to contract execution and within fourteen (14) calendar days after written request from the

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City. Failure to provide the required Certificate of Insurance may subject the Offer to disqualification from consideration for award. The Contractor must also forward a Certificate of Insurance to the City whenever a previously identified policy period has expired, or an extension option or hold over period is exercised, as verification of continuing coverage.

- iii. The Contractor shall not commence work until the required insurance is obtained and until such insurance has been reviewed by the City. Approval of insurance by the City shall not relieve or decrease the liability of the Contractor hereunder and shall not be construed to be a limitation of liability on the part of the Contractor.
- iv. The City may request that the Contractor submit certificates of insurance to the City for all subcontractors prior to the subcontractors commencing work on the project.
- v. The Contractor's and all subcontractors' insurance coverage shall be written by companies licensed to do business in the State of Texas at the time the policies are issued and shall be written by companies with A.M. Best ratings of B+VII or better.
- vi. The "other" insurance clause shall not apply to the City where the City is an additional insured shown on any policy. It is intended that policies required in the Contract, covering both the City and the Contractor, shall be considered primary coverage as applicable.
- vii. If insurance policies are not written for amounts specified in Section 0400, Supplemental Purchase Provisions, the Contractor shall carry Umbrella or Excess Liability Insurance for any differences in amounts specified. If Excess Liability Insurance is provided, it shall follow the form of the primary coverage.
- viii. The City shall be entitled, upon request, at an agreed upon location, and without expense, to review certified copies of policies and endorsements thereto and may make any reasonable requests for deletion or revision or modification of particular policy terms, conditions, limitations, or exclusions except where policy provisions are established by law or regulations binding upon either of the parties hereto or the underwriter on any such policies.
- ix. The City reserves the right to review the insurance requirements set forth during the effective period of the Contract and to make reasonable adjustments to insurance coverage, limits, and exclusions when deemed necessary and prudent by the City based upon changes in statutory law, court decisions, the claims history of the industry or financial condition of the insurance company as well as the Contractor.
- x. The Contractor shall not cause any insurance to be canceled nor permit any insurance to lapse during the term of the Contract or as required in the Contract.
- xi. The Contractor shall be responsible for premiums, deductibles and self-insured retentions, if any, stated in policies. Self-insured retentions shall be disclosed on the Certificate of Insurance.
- xii. The Contractor shall provide the City thirty (30) calendar days' written notice of erosion of the aggregate limits below occurrence limits for all applicable coverages indicated within the Contract.
- xiii. The insurance coverages specified in Section 0400, Supplemental Purchase Provisions, are required minimums and are not intended to limit the responsibility or liability of the Contractor.

B. Specific Coverage Requirements: Specific insurance requirements are contained in Section 0400, Supplemental Purchase Provisions

33. **CLAIMS:** If any claim, demand, suit, or other action is asserted against the Contractor which arises under or concerns the Contract, or which could have a material adverse affect on the Contractor's ability to perform thereunder, the Contractor shall give written notice thereof to the City within ten (10) calendar days after receipt of notice by the

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Contractor. Such notice to the City shall state the date of notification of any such claim, demand, suit, or other action; the names and addresses of the claimant(s); the basis thereof; and the name of each person against whom such claim is being asserted. Such notice shall be delivered personally or by mail and shall be sent to the City and to the Austin City Attorney. Personal delivery to the City Attorney shall be to City Hall, 301 West 2nd Street, 4th Floor, Austin, Texas 78701, and mail delivery shall be to P.O. Box 1088, Austin, Texas 78767.

34. **NOTICES**: Unless otherwise specified, all notices, requests, or other communications required or appropriate to be given under the Contract shall be in writing and shall be deemed delivered three (3) business days after postmarked if sent by U.S. Postal Service Certified or Registered Mail, Return Receipt Requested. Notices delivered by other means shall be deemed delivered upon receipt by the addressee. Routine communications may be made by first class mail, telefax, or other commercially accepted means. Notices to the Contractor shall be sent to the address specified in the Contractor's Offer, or at such other address as a party may notify the other in writing. Notices to the City shall be addressed to the City at P.O. Box 1088, Austin, Texas 78767 and marked to the attention of the Contract Administrator.
35. **RIGHTS TO BID, PROPOSAL AND CONTRACTUAL MATERIAL**: All material submitted by the Contractor to the City shall become property of the City upon receipt. Any portions of such material claimed by the Contractor to be proprietary must be clearly marked as such. Determination of the public nature of the material is subject to the Texas Public Information Act, Chapter 552, Texas Government Code.
36. **NO WARRANTY BY CITY AGAINST INFRINGEMENTS**: The Contractor represents and warrants to the City that: (i) the Contractor shall provide the City good and indefeasible title to the Deliverables and (ii) the Deliverables supplied by the Contractor in accordance with the specifications in the Contract will not infringe, directly or contributorily, any patent, trademark, copyright, trade secret, or any other intellectual property right of any kind of any third party; that no claims have been made by any person or entity with respect to the ownership or operation of the Deliverables and the Contractor does not know of any valid basis for any such claims. The Contractor shall, at its sole expense, defend, indemnify, and hold the City harmless from and against all liability, damages, and costs (including court costs and reasonable fees of attorneys and other professionals) arising out of or resulting from: (i) any claim that the City's exercise anywhere in the world of the rights associated with the City's ownership, and if applicable, license rights, and its use of the Deliverables infringes the intellectual property rights of any third party; or (ii) the Contractor's breach of any of Contractor's representations or warranties stated in this Contract. In the event of any such claim, the City shall have the right to monitor such claim or at its option engage its own separate counsel to act as co-counsel on the City's behalf. Further, Contractor agrees that the City's specifications regarding the Deliverables shall in no way diminish Contractor's warranties or obligations under this paragraph and the City makes no warranty that the production, development, or delivery of such Deliverables will not impact such warranties of Contractor.
37. **CONFIDENTIALITY**: In order to provide the Deliverables to the City, Contractor may require access to certain of the City's and/or its licensors' confidential information (including inventions, employee information, trade secrets, confidential know-how, confidential business information, and other information which the City or its licensors consider confidential) (collectively, "Confidential Information"). Contractor acknowledges and agrees that the Confidential Information is the valuable property of the City and/or its licensors and any unauthorized use, disclosure, dissemination, or other release of the Confidential Information will substantially injure the City and/or its licensors. The Contractor (including its employees, subcontractors, agents, or representatives) agrees that it will maintain the Confidential Information in strict confidence and shall not disclose, disseminate, copy, divulge, recreate, or otherwise use the Confidential Information without the prior written consent of the City or in a manner not expressly permitted under this Agreement, unless the Confidential Information is required to be disclosed by law or an order of any court or other governmental authority with proper jurisdiction, provided the Contractor promptly notifies the City before disclosing such information so as to permit the City reasonable time to seek an appropriate protective order. The Contractor agrees to use protective measures no less stringent than the Contractor uses within its own business to protect its own most valuable information, which protective measures shall under all circumstances be at least reasonable measures to ensure the continued confidentiality of the Confidential Information.
38. **PUBLICATIONS**: All published material and written reports submitted under the Contract must be originally developed material unless otherwise specifically provided in the Contract. When material not originally developed is included in a report in any form, the source shall be identified.

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39. **ADVERTISING**: The Contractor shall not advertise or publish, without the City's prior consent, the fact that the City has entered into the Contract, except to the extent required by law.
40. **NO CONTINGENT FEES**: The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure the Contract upon any agreement or understanding for commission, percentage, brokerage, or contingent fee, excepting bona fide employees of bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty, the City shall have the right, in addition to any other remedy available, to cancel the Contract without liability and to deduct from any amounts owed to the Contractor, or otherwise recover, the full amount of such commission, percentage, brokerage or contingent fee.
41. **GRATUITIES**: The City may, by written notice to the Contractor, cancel the Contract without liability if it is determined by the City that gratuities were offered or given by the Contractor or any agent or representative of the Contractor to any officer or employee of the City of Austin with a view toward securing the Contract or securing favorable treatment with respect to the awarding or amending or the making of any determinations with respect to the performing of such contract. In the event the Contract is canceled by the City pursuant to this provision, the City shall be entitled, in addition to any other rights and remedies, to recover or withhold the amount of the cost incurred by the Contractor in providing such gratuities.
42. **PROHIBITION AGAINST PERSONAL INTEREST IN CONTRACTS**: No officer, employee, independent consultant, or elected official of the City who is involved in the development, evaluation, or decision-making process of the performance of any solicitation shall have a financial interest, direct or indirect, in the Contract resulting from that solicitation. Any willful violation of this section shall constitute impropriety in office, and any officer or employee guilty thereof shall be subject to disciplinary action up to and including dismissal. Any violation of this provision, with the knowledge, expressed or implied, of the Contractor shall render the Contract voidable by the City.
43. **INDEPENDENT CONTRACTOR**: The Contract shall not be construed as creating an employer/employee relationship, a partnership, or a joint venture. The Contractor's services shall be those of an independent contractor. The Contractor agrees and understands that the Contract does not grant any rights or privileges established for employees of the City.
44. **ASSIGNMENT-DELEGATION**: The Contract shall be binding upon and enure to the benefit of the City and the Contractor and their respective successors and assigns, provided however, that no right or interest in the Contract shall be assigned and no obligation shall be delegated by the Contractor without the prior written consent of the City. Any attempted assignment or delegation by the Contractor shall be void unless made in conformity with this paragraph. The Contract is not intended to confer rights or benefits on any person, firm or entity not a party hereto; it being the intention of the parties that there be no third party beneficiaries to the Contract.
45. **WAIVER**: No claim or right arising out of a breach of the Contract can be discharged in whole or in part by a waiver or renunciation of the claim or right unless the waiver or renunciation is supported by consideration and is in writing signed by the aggrieved party. No waiver by either the Contractor or the City of any one or more events of default by the other party shall operate as, or be construed to be, a permanent waiver of any rights or obligations under the Contract, or an express or implied acceptance of any other existing or future default or defaults, whether of a similar or different character.
46. **MODIFICATIONS**: The Contract can be modified or amended only by a writing signed by both parties. No pre-printed or similar terms on any the Contractor invoice, order or other document shall have any force or effect to change the terms, covenants, and conditions of the Contract.
47. **INTERPRETATION**: The Contract is intended by the parties as a final, complete and exclusive statement of the terms of their agreement. No course of prior dealing between the parties or course of performance or usage of the trade shall be relevant to supplement or explain any term used in the Contract. Although the Contract may have been substantially drafted by one party, it is the intent of the parties that all provisions be construed in a manner to be fair to both parties, reading no provisions more strictly against one party or the other. Whenever a term defined by the Uniform Commercial Code, as enacted by the State of Texas, is used in the Contract, the UCC definition shall control, unless otherwise defined in the Contract.

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48. DISPUTE RESOLUTION:

- A. If a dispute arises out of or relates to the Contract, or the breach thereof, the parties agree to negotiate prior to prosecuting a suit for damages. However, this section does not prohibit the filing of a lawsuit to toll the running of a statute of limitations or to seek injunctive relief. Either party may make a written request for a meeting between representatives of each party within fourteen (14) calendar days after receipt of the request or such later period as agreed by the parties. Each party shall include, at a minimum, one (1) senior level individual with decision-making authority regarding the dispute. The purpose of this and any subsequent meeting is to attempt in good faith to negotiate a resolution of the dispute. If, within thirty (30) calendar days after such meeting, the parties have not succeeded in negotiating a resolution of the dispute, they will proceed directly to mediation as described below. Negotiation may be waived by a written agreement signed by both parties, in which event the parties may proceed directly to mediation as described below.
- B. If the efforts to resolve the dispute through negotiation fail, or the parties waive the negotiation process, the parties may select, within thirty (30) calendar days, a mediator trained in mediation skills to assist with resolution of the dispute. Should they choose this option, the City and the Contractor agree to act in good faith in the selection of the mediator and to give consideration to qualified individuals nominated to act as mediator. Nothing in the Contract prevents the parties from relying on the skills of a person who is trained in the subject matter of the dispute or a contract interpretation expert. If the parties fail to agree on a mediator within thirty (30) calendar days of initiation of the mediation process, the mediator shall be selected by the Travis County Dispute Resolution Center (DRC). The parties agree to participate in mediation in good faith for up to thirty (30) calendar days from the date of the first mediation session. The City and the Contractor will share the mediator's fees equally and the parties will bear their own costs of participation such as fees for any consultants or attorneys they may utilize to represent them or otherwise assist them in the mediation.

49. **JURISDICTION AND VENUE:** The Contract is made under and shall be governed by the laws of the State of Texas, including, when applicable, the Uniform Commercial Code as adopted in Texas, V.T.C.A., Bus. & Comm. Code, Chapter 1, excluding any rule or principle that would refer to and apply the substantive law of another state or jurisdiction. All issues arising from this Contract shall be resolved in the courts of Travis County, Texas and the parties agree to submit to the exclusive personal jurisdiction of such courts. The foregoing, however, shall not be construed or interpreted to limit or restrict the right or ability of the City to seek and secure injunctive relief from any competent authority as contemplated herein.

50. **INVALIDITY:** The invalidity, illegality, or unenforceability of any provision of the Contract shall in no way affect the validity or enforceability of any other portion or provision of the Contract. Any void provision shall be deemed severed from the Contract and the balance of the Contract shall be construed and enforced as if the Contract did not contain the particular portion or provision held to be void. The parties further agree to reform the Contract to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this section shall not prevent this entire Contract from being void should a provision which is the essence of the Contract be determined to be void.

51. **HOLIDAYS:** The following holidays are observed by the City:

<u>Holiday</u>	<u>Date Observed</u>
New Year's Day	January 1
Martin Luther King, Jr.'s Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11

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Thanksgiving Day	Fourth Thursday in November
Friday after Thanksgiving	Friday after Thanksgiving
Christmas Eve	December 24
Christmas Day	December 25

If a Legal Holiday falls on Saturday, it will be observed on the preceding Friday. If a Legal Holiday falls on Sunday, it will be observed on the following Monday.

52. **SURVIVABILITY OF OBLIGATIONS:** All provisions of the Contract that impose continuing obligations on the parties, including but not limited to the warranty, indemnity, and confidentiality obligations of the parties, shall survive the expiration or termination of the Contract.

53. **NON-SUSPENSION OR DEBARMENT CERTIFICATION:**

The City of Austin is prohibited from contracting with or making prime or sub-awards to parties that are suspended or debarred or whose principals are suspended or debarred from Federal, State, or City of Austin Contracts. By accepting a Contract with the City, the Vendor certifies that its firm and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the General Services Administration List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.

54. **EQUAL OPPORTUNITY**

A. **Equal Employment Opportunity:** No Contractor, or Contractor's agent, shall engage in any discriminatory employment practice as defined in Chapter 5-4 of the City Code. No Offer submitted to the City shall be considered, nor any Purchase Order issued, or any Contract awarded by the City unless the Offeror has executed and filed with the City Purchasing Office a current Non-Discrimination Certification. Non-compliance with Chapter 5-4 of the City Code may result in sanctions, including termination of the contract and the Contractor's suspension or debarment from participation on future City contracts until deemed compliant with Chapter 5-4.

B. **Americans with Disabilities Act (ADA) Compliance:** No Contractor, or Contractor's agent, shall engage in any discriminatory practice against individuals with disabilities as defined in the ADA, including but not limited to: employment, accessibility to goods and services, reasonable accommodations, and effective communications.

55. **INTERESTED PARTIES DISCLOSURE**

As a condition to entering the Contract, the Business Entity constituting the Offeror must provide the following disclosure of Interested Parties to the City prior to the award of a contract with the City on Form 1295 "Certificate of Interested Parties" as prescribed by the Texas Ethics Commission for any contract award requiring council authorization. The Certificate of Interested Parties Form must be completed on the Texas Ethics Commission website, printed, and signed by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury. The City will submit the "Certificate of Interested Parties" to the Texas Ethics Commission within 30 days of receipt from the successful Offeror. The Offeror is reminded that the provisions of Local Government Code 176, regarding conflicts of interest between the bidders and local officials remains in place. Link to Texas Ethics Commission Form 1295 process and procedures below:

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

56. **BUY AMERICAN ACT-SUPPLIES (Applicable to certain Federally funded requirements)**

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A. Definitions. As used in this paragraph –

- i. "Component" means an article, material, or supply incorporated directly into an end product.
- ii. "Cost of components" means -
 - (1) For components purchased by the Contractor, the acquisition cost, including transportation costs to the place of incorporation into the end product (whether or not such costs are paid to a domestic firm), and any applicable duty (whether or not a duty-free entry certificate is issued); or
 - (2) For components manufactured by the Contractor, all costs associated with the manufacture of the component, including transportation costs as described in paragraph (1) of this definition, plus allocable overhead costs, but excluding profit. Cost of components does not include any costs associated with the manufacture of the end product.
- iii. "Domestic end product" means-
 - (1) An unmanufactured end product mined or produced in the United States; or
 - (2) An end product manufactured in the United States, if the cost of its components mined, produced, or manufactured in the United States exceeds 50 percent of the cost of all its components. Components of foreign origin of the same class or kind as those that the agency determines are not mined, produced, or manufactured in sufficient and reasonably available commercial quantities of a satisfactory quality are treated as domestic. Scrap generated, collected, and prepared for processing in the United States is considered domestic.
- iv. "End product" means those articles, materials, and supplies to be acquired under the contract for public use.
- v. "Foreign end product" means an end product other than a domestic end product.
- vi. "United States" means the 50 States, the District of Columbia, and outlying areas.

B. The Buy American Act (41 U.S.C. 10a - 10d) provides a preference for domestic end products for supplies acquired for use in the United States.

C. The City does not maintain a list of foreign articles that will be treated as domestic for this Contract; but will consider for approval foreign articles as domestic for this product if the articles are on a list approved by another Governmental Agency. The Offeror shall submit documentation with their Offer demonstrating that the article is on an approved Governmental list.

D. The Contractor shall deliver only domestic end products except to the extent that it specified delivery of foreign end products in the provision of the Solicitation entitled "Buy American Act Certificate".

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The following Supplemental Purchasing Provisions apply to this solicitation:

1. **EXPLANATIONS OR CLARIFICATIONS:** (reference paragraph 5 in Section 0200)

All requests for explanations or clarifications must be submitted in writing to the Purchasing Office by end of business day on 12/02/2016 to sai.xoomsai@austintexas.gov.

2. **INSURANCE:** Insurance is required for this solicitation.

A. **General Requirements:** See Section 0300, Standard Purchase Terms and Conditions, paragraph 32, entitled Insurance, for general insurance requirements.

- i. The Contractor shall provide a Certificate of Insurance as verification of coverages required below to the City at the below address prior to contract execution and within 14 calendar days after written request from the City. Failure to provide the required Certificate of Insurance may subject the Offer to disqualification from consideration for award
- ii. The Contractor shall not commence work until the required insurance is obtained and until such insurance has been reviewed by the City. Approval of insurance by the City shall not relieve or decrease the liability of the Contractor hereunder and shall not be construed to be a limitation of liability on the part of the Contractor.
- iii. The Contractor must also forward a Certificate of Insurance to the City whenever a previously identified policy period has expired, or an extension option or holdover period is exercised, as verification of continuing coverage.
- iv. The Certificate of Insurance, and updates, shall be mailed to the following address:

City of Austin Purchasing Office
P. O. Box 1088
Austin, Texas 78767

B. **Specific Coverage Requirements:** The Contractor shall at a minimum carry insurance in the types and amounts indicated below for the duration of the Contract, including extension options and hold over periods, and during any warranty period. These insurance coverages are required minimums and are not intended to limit the responsibility or liability of the Contractor.

- i. **Worker's Compensation and Employers' Liability Insurance:** Coverage shall be consistent with statutory benefits outlined in the Texas Worker's Compensation Act (Section 401). The minimum policy limits for Employer's Liability are \$100,000 bodily injury each accident, \$500,000 bodily injury by disease policy limit and \$100,000 bodily injury by disease each employee.
 - (1) The Contractor's policy shall apply to the State of Texas and include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Form WC420304, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Form WC420601, or equivalent coverage
- ii. **Commercial General Liability Insurance:** The minimum bodily injury and property damage per occurrence are \$500,000 for coverages A (Bodily Injury and Property Damage) and B (Personal and Advertising Injury).
 - (1) The policy shall contain the following provisions:
 - (a) Contractual liability coverage for liability assumed under the Contract and all other Contracts related to the project.
 - (b) Contractor/Subcontracted Work.
 - (c) Products/Completed Operations Liability for the duration of the warranty period.
 - (d) If the project involves digging or drilling provisions must be included that provide Explosion, Collapse, and/or Underground Coverage.
 - (2) The policy shall also include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Endorsement CG 2404, or equivalent coverage

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- (b) Thirty (30) days Notice of Cancellation, Endorsement CG 0205, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CG 2010, or equivalent coverage
 - iii. **Business Automobile Liability Insurance:** The Contractor shall provide coverage for all owned, non-owned and hired vehicles with a minimum combined single limit of \$500,000 per occurrence for bodily injury and property damage. Alternate acceptable limits are \$250,000 bodily injury per person, \$500,000 bodily injury per occurrence and at least \$100,000 property damage liability per accident.
 - (1) The policy shall include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Endorsement CA0444, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Endorsement CA0244, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CA2048, or equivalent coverage.
 - iv. **Professional Liability Insurance:** The Contractor shall provide coverage, at a minimum limit of \$500,000 become legally obligated to pay as damages by reason of any negligent act, error, or omission arising out of the performance of professional services under this Agreement.
 - (1) If coverage is written on a claims-made basis, the retroactive date shall be prior to or coincident with the date of the Contract and the certificate of insurance shall state that the coverage is claims-made and indicate the retroactive date. This coverage shall be continuous and will be provided for 24 months following the completion of the contract.
 - C. **Endorsements:** The specific insurance coverage endorsements specified above, or their equivalents must be provided. In the event that endorsements, which are the equivalent of the required coverage, are proposed to be substituted for the required coverage, copies of the equivalent endorsements must be provided for the City's review and approval.
3. **TERM OF CONTRACT:**
- A. The Contract shall be in effect for an initial term of 24 months and may be extended thereafter for up to 3 additional 12 month periods, subject to the approval of the Contractor and the City Purchasing Officer or his designee.
 - B. Upon expiration of the initial term or period of extension, the Contractor agrees to hold over under the terms and conditions of this agreement for such a period of time as is reasonably necessary to re-solicit and/or complete the project (not to exceed 120 days unless mutually agreed on in writing).
 - C. Upon written notice to the Contractor from the City's Purchasing Officer or his designee and acceptance of the Contractor, the term of this contract shall be extended on the same terms and conditions for an additional period as indicated in paragraph A above.
 - D. Prices are firm and fixed for the first 12 months. Thereafter, price changes are subject to the Economic Price Adjustment provisions of this Contract.
4. **CONTRACT AWARD:**
- This contract will be awarded in an annual amount not to exceed \$800,000 for the initial contract term and extension options. This is a requirements based contract and work will be requested as required and specified by the City for each project. The not to exceed annual amount is not a guarantee of any work under the contract.

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5. **QUANTITIES:** The quantities listed herein are estimates for the period of the Contract. The City reserves the right to purchase more or less of these quantities as may be required during the Contract term. Quantities will be as needed and specified by the City for each order. Unless specified in the solicitation, there are no minimum order quantities.

6. **INVOICES and PAYMENT:** (reference paragraphs 12 and 13 in Section 0300)

- A. Invoices shall contain a unique invoice number and the information required in Section 0300, paragraph 12, entitled "Invoices." Invoices received without all required information cannot be processed and will be returned to the vendor.

Invoices shall be mailed to the below address:

	City of Austin
Department	Aviation Department
Attn:	Diana Health
Address	3600 Presidential Blvd.
City, State Zip Code	Austin, TX 78719

- B. The Contractor agrees to accept payment by either credit card, check or Electronic Funds Transfer (EFT) for all goods and/or services provided under the Contract. The Contractor shall factor the cost of processing credit card payments into the Offer. There shall be no additional charges, surcharges, or penalties to the City for payments made by credit card.

7. **LIVING WAGES:**

- A. The minimum wage required for any Contractor employee directly assigned to this City Contract is \$13.50 per hour, unless Published Wage Rates are included in this solicitation. In addition, the City may stipulate higher wage rates in certain solicitations in order to assure quality and continuity of service.
- B. The City requires Contractors submitting Offers on this Contract to provide a certification (**see the Living Wages Contractor Certification included in the Solicitation**) with their Offer certifying that all employees directly assigned to this City Contract will be paid a minimum living wage equal to or greater than \$13.50 per hour. The certification shall include a list of all employees directly assigned to providing services under the resultant contract including their name and job title. The list shall be updated and provided to the City as necessary throughout the term of the Contract.
- C. The Contractor shall maintain throughout the term of the resultant contract basic employment and wage information for each employee as required by the Fair Labor Standards Act (FLSA).
- D. The Contractor shall provide to the Department's Contract Manager with the first invoice, individual Employee Certifications for all employees directly assigned to the contract. The City reserves the right to request individual Employee Certifications at any time during the contract term. Employee Certifications shall be signed by each employee directly assigned to the contract. The Employee Certification form is available on-line at https://www.austintexas.gov/financeonline/vendor_connection/index.cfm.
- E. Contractor shall submit employee certifications annually on the anniversary date of contract award with the respective invoice to verify that employees are paid the Living Wage throughout the term of

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the contract. The Employee Certification Forms shall be submitted for employees added to the contract and/or to report any employee changes as they occur.

- F. The Department's Contract Manager will periodically review the employee data submitted by the Contractor to verify compliance with this Living Wage provision. The City retains the right to review employee records required in paragraph C above to verify compliance with this provision.

8. NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING:

- A. On November 10, 2011, the Austin City Council adopted Ordinance No. 20111110-052 amending Chapter 2.7, Article 6 of the City Code relating to Anti-Lobbying and Procurement. The policy defined in this Code applies to Solicitations for goods and/or services requiring City Council approval under City Charter Article VII, Section 15 (Purchase Procedures). During the No-Contact Period, Offerors or potential Offerors are prohibited from making a representation to anyone other than the Authorized Contact Person in the Solicitation as the contact for questions and comments regarding the Solicitation.
- B. If during the No-Contact Period an Offeror makes a representation to anyone other than the Authorized Contact Person for the Solicitation, the Offeror's Offer is disqualified from further consideration except as permitted in the Ordinance.
- C. If an Offeror has been disqualified under this article more than two times in a sixty (60) month period, the Purchasing Officer shall debar the Offeror from doing business with the City for a period not to exceed three (3) years, provided the Offeror is given written notice and a hearing in advance of the debarment.
- D. The City requires Offerors submitting Offers on this Solicitation to certify that the Offeror has not in any way directly or indirectly made representations to anyone other than the Authorized Contact Person during the No-Contact Period as defined in the Ordinance. The text of the City Ordinance is posted on the Internet at: <http://www.ci.austin.tx.us/edims/document.cfm?id=161145>

9. WORKFORCE SECURITY CLEARANCE AND IDENTIFICATION (ID):

PART 1 – GENERAL

8.1 SUMMARY

- A. Access to any security or emergency documents must be approved by the Security Manager.
- B. Due to the ever changing environment of Airport security, requirements may change at any time.
- C. SENSITIVE SECURITY INFORMATION must be protected at all times.

WARNING: This document contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this document may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the TSA or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For US government agencies public disclosure is governed by 5 U.S.C. 552 and CFR part 15 and 1520.

8.2 RESTRICTED AREAS ACCESS POLICIES

Escorted Access: For this project Individuals shall submit to a fingerprint-based ten-year criminal history records check (CHRC) and Security Threat Assessment (STA). If the process confirms no disqualifying criminal offenses, the Department of Aviation (DOA) Security and ID Office will allow access, as approved by

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the Security Manager, to security areas and security documents. The Department of Aviation will provide escort services as part of this project as needed. Requests for access must be submitted in writing in advance to the Security Manager so work can be scheduled accordingly.

Telecommunication / Electrical / Maintenance Room Access: The DOA Information Systems Division shall approve access into DOA telecommunication rooms. The DOA Building Maintenance Division shall approve access into electrical and/or maintenance rooms. A DOA employee shall accompany and escort individuals needing access to these areas. Requests for escorts must be made at least three (3) working days in advance of the event through the Project Manager and/or at the Work Coordination Meetings.

The following procedures shall be followed for approved parking.

1. The Contractor will contact Airport Communications (530-2242) to advise they are arriving at the terminal, or have arrived at their approved parking location. An Airport Security Supervisor or designee will be dispatched to meet at the designated parking location.
2. The security representative will inspect the vehicle and apply a distinctive sticker to the vehicle window to indicate that the vehicle has been inspected and authorized to be parked at that location.

Under no circumstances shall the Contractor's vehicle operator leave the vehicle prior to security inspection.

8.3 SECURITY CLEARANCE PROCEDURES

Contractor should allow 7-10 days for completion of security screening processing. Please contact Security and ID at 530-6360 for business hours.

The following procedures shall be followed to obtain security clearance:

1. Contract applicant shall complete, sign the **Personal Information Form**, and present two forms of identification.
2. Contract applicant shall read and sign the **Criminal History Records Check/Disqualifying Criminal Offenses** statement/form.
3. Contractor shall submit to an FBI fingerprint-based criminal history records check and a TSA Security Threat Assessment (STA).

Non-U.S. citizen proposers shall provide governmental proof of work authorization and an ABIA **Documentation Verification Form** reviewed and stamped by Immigration and Customs Enforcement personnel located on the ground level of the terminal building

10. **MONTHLY SUBCONTRACT AWARDS AND EXPENDITURES REPORT:** (reference paragraph 18 in Section 0300) (applicable when an MBE/WBE Compliance Plan is required)
 - A. The Contractor must submit a monthly Subcontract Awards and Expenditures Report to the Contract Manager specified herein and to the Purchasing Office Contract Compliance Manager no later than the tenth calendar day of each month.
 - B. Mail the Purchasing Office Copy of the report to the following address:

City of Austin
Purchasing Office
Attn: Contract Compliance Manager
P. O. Box 1088

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Austin, Texas 78767

11. ECONOMIC PRICE ADJUSTMENT:

- A. **Price Adjustments:** Prices shown in this Contract shall remain firm for the first 12 months of the Contract. After that, in recognition of the potential for fluctuation of the Contractor's cost, a price adjustment (increase or decrease) may be requested by either the City or the Contractor on the anniversary date of the Contract or as may otherwise be specified herein. The percentage change between the contract price and the requested price shall not exceed the percentage change between the specified index in effect on the date the solicitation closed and the most recent, non-preliminary data at the time the price adjustment is requested. The requested price adjustment shall not exceed ten percent (10%) for any single line item and in no event shall the total amount of the contract be automatically adjusted as a result of the change in one or more line items made pursuant to this provision. Prices for products or services unaffected by verifiable cost trends shall not be subject to adjustment.
- B. **Effective Date:** Approved price adjustments will go into effect on the first day of the upcoming renewal period or anniversary date of contract award and remain in effect until contract expiration unless changed by subsequent amendment.
- C. **Adjustments:** A request for price adjustment must be made in writing and submitted to the other Party prior to the yearly anniversary date of the Contract; adjustments may only be considered at that time unless otherwise specified herein. Requested adjustments must be solely for the purpose of accommodating changes in the Contractor's direct costs. Contractor shall provide an updated price listing once agreed to adjustment(s) have been approved by the parties.
- D. **Indexes:** In most cases an index from the Bureau of Labor Standards (BLS) will be utilized; however, if there is more appropriate, industry recognized standard then that index may be selected.
- i. The following definitions apply:
- (1) **Base Period:** Month and year of the original contracted price (the solicitation close date).
 - (2) **Base Price:** Initial price quoted, proposed and/or contracted per unit of measure.
 - (3) **Adjusted Price:** Base Price after it has been adjusted in accordance with the applicable index change and instructions provided.
 - (4) **Change Factor:** The multiplier utilized to adjust the Base Price to the Adjusted Price.
 - (5) **Weight %:** The percent of the Base Price subject to adjustment based on an index change.
- ii. **Adjustment-Request Review:** Each adjustment-request received will be reviewed and compared to changes in the index(es) identified below. Where applicable:
- (1) Utilize final Compilation data instead of Preliminary data
 - (2) If the referenced index is no longer available shift up to the next higher category index.
- iii. **Index Identification:** Complete table as they may apply.

Weight % or \$ of Base Price: 100	
Database Name: Employment Cost Index	
Series ID: CIU201S000300000I (B)	
☒ Not Seasonally Adjusted	☐ Seasonally Adjusted
Geographical Area: United States (National)	
Description of Series ID: Total compensation for Private industry workers in Service-providing, service occupations, Index	

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This Index shall apply to the following items of the Bid Sheet / Cost Proposal: All

- E. **Calculation:** Price adjustment will be calculated as follows:

Single Index: Adjust the Base Price by the same factor calculated for the index change.

Index at time of calculation
Divided by index on solicitation close date
Equals Change Factor
Multiplied by the Base Rate
Equals the Adjusted Price

- F. If the requested adjustment is not supported by the referenced index, the City, at its sole discretion, may consider approving an adjustment on fully documented market increases.

12. **INTERLOCAL PURCHASING AGREEMENTS:** (applicable to competitively procured goods/services contracts).

- A. The City has entered into Interlocal Purchasing Agreements with other governmental entities, pursuant to the Interlocal Cooperation Act, Chapter 791 of the Texas Government Code. The Contractor agrees to offer the same prices and terms and conditions to other eligible governmental agencies that have an interlocal agreement with the City.
- B. The City does not accept any responsibility or liability for the purchases by other governmental agencies through an interlocal cooperative agreement.

13. **OWNERSHIP AND USE OF DELIVERABLES:** The City shall own all rights, titles, and interests throughout the world in and to the Deliverables.

- A. **Patents:** As to any patentable subject matter contained in the Deliverables, the Contractor agrees to disclose such patentable subject matter to the City. Further, if requested by the City, the Contractor agrees to assign and, if necessary, cause each of its employees to assign the entire right, title, and interest to specific inventions under such patentable subject matter to the City and to execute, acknowledge, and deliver and, if necessary, cause each of its employees to execute, acknowledge, and deliver an assignment of letters patent, in a form to be reasonably approved by the City, to the City upon request by the City.
- B. **Copyrights:** As to any Deliverable containing copyrighted subject matter, the Contractor agrees that upon their creation, such Deliverables shall be considered as work made-for-hire by the Contractor for the City and the City shall own all copyrights in and to such Deliverables, provided however, that nothing in this Paragraph 36 shall negate the City's sole or joint ownership of any such Deliverables arising by virtue of the City's sole or joint authorship of such Deliverables. Should by operation of law, such Deliverables not be considered work made-for-hire, the Contractor hereby assigns to the City (and agrees to cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver an assignment to the City of Austin) all worldwide right, title, and interest in and to such Deliverables. With respect to such work made-for-hire, the Contractor agrees to execute, acknowledge and deliver and cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver a work-for-hire agreement, in a form to be reasonably approved by the City, to the City upon delivery of such Deliverables to the City or at such other time as the City may request.

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C. **Additional Assignments:** The Contractor further agrees to, and if applicable, cause each of its employees to execute, acknowledge, and deliver all applications, specifications, oaths, assignments, and all other instruments which the City might reasonably deem necessary in order to apply for and obtain copyright protection, mask work registration, trademark registration and/or protection, letters patent, or any similar rights in any and all countries and in order to assign and convey to the City, its successors, assigns, and nominees, the sole and exclusive right, title, and interest in and to the Deliverables. The Contractor's obligations to execute acknowledge, and deliver (or cause to be executed, acknowledged, and delivered) instruments or papers such as those described in this Paragraph 36 A., B., and C. shall continue after the termination of this Contract with respect to such Deliverables. In the event the City should not seek to obtain copyright protection, mask work registration or patent protection for any of the Deliverables, but should arise to keep the same secret, the Contractor agrees to treat the same as Confidential Information under the terms of Paragraph above.

14. **CONTRACT MANAGER:** The following person is designated as Contract Manager, and will act as the contact point between the City and the Contractor during the term of the Contract:

Diana Folsom-Health, (512) 530-6341

Diana.Folsom-Heath@austintexas.gov

*Note: The above listed Contract Manager is not the authorized Contact Person for purposes of the **NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING Provision** of this Section; and therefore, contact with the Contract Manager is prohibited during the no contact period.

City of Austin Aviation Department
Scope of Work
AIRPORT CONSULTANT, INFORMATION TECHNOLOGY

The City of Austin (City) seeks responses from qualified, experienced airport consultants to provide Professional Information Technology Consulting Services for the City of Austin Department of Aviation (Airport).

The City reserves the right to make multiple awards based on each service listed under Section III, Consultant Services below. Respondents will be evaluated on their specific experience and expertise and will be awarded accordingly. Only one Respondent will be awarded for each Service. Respondent can submit qualifications to one, multiple or all services as listed.

I. PURPOSE

The Airport is seeking one or more professional Information Technology Consultant(s) with aviation industry experience to provide services associated with the planning, design and implementation of information technology (IT) projects and initiatives that are identified in the Airport's Information Technology Master Plan (ITMP), Capital Improvement Plan (CIP), the Airport's Information Systems Division annual project planning process, and other IT projects and initiatives requested by the A. The intent is to allow the Information Systems Division to procure professional consulting services on an as needed basis.

The services include program and project management; research and concept development for specific air travel industry-centric technologies; IT business analysis; business case development; infrastructure design; cyber and physical security analysis; development of solicitation documents; functional, performance and interface requirements definition and documentation; project design and planning; assistance with implementation and integration of applications across multiple systems; assistance with strategic planning and guided implementation of the existing IT Master Plan per recommendations and roadmap laid out by the ITMP document; vendor and product evaluations and recommendations, and other IT consulting services.

These services will be on an "as needed" basis. The scope of services for each specific task will be assigned and negotiated between the Airport and the Successful Respondent (Consultant). Specific tasks will commence upon the Airport's issuance of a Notice to Proceed. The Services referenced in this Contract are subject to approval by the Airport prior to any work or services being performed. The Consultant will be prohibited from submitting a competitive bid or proposal as a vendor for information technology products.

II. BACKGROUND

Austin-Bergstrom International Airport (ABIA) is located seven miles southeast of the Austin, Texas Central Business District. The airport property consists of 4,200 acres situated near the intersection of State Highway 71 and U.S. Highway 183. The campus includes a 25 gate, 680,000 square foot passenger terminal, and approximately 50 outlying facilities. A gate expansion is expected to be completed in 2018. The airport is owned by the City of Austin and operated by the City's Department of Aviation. Austin-Bergstrom International Airport (ABIA) began providing air service in May 1999. During 2014, ABIA's annual passenger count was 8.2 million. The Airport has experienced an average 4% passenger growth per year since its opening.

The Airport's Information Systems (IS) Division facilitates the effective use of information technology resources to support the Airport's business objectives. It is responsible for managing the Airport's data and voice network infrastructure, and developing and supporting Airport enterprise applications such as shared use passenger processing, flight information display, tenant management, invoicing, and asset management, airport access control and video management. Additionally, it is responsible for the development and management of enterprise wireless infrastructures and various related airport-centric projects.

The Airport IS Division is currently implementing IT Service Management (ITSM) based on ITIL Service Operations processes for Service Request and Incident Management. The division has created a road map for full implementation of ITSM by 2020.

In 2014, with the assistance of The JW Group, Inc, the Airport completed an Information Technology Master Plan with the goal of developing a roadmap for the implementation of technology related projects that align with the overall organizational goals and objectives. The projects outlined in the ITMP are currently in various stages of planning and/or implementation. An outline of the projects identified in the ITMP is included in EXHIBIT B: IT Masterplan Project Outline.

III. CONSULTANT SERVICES

A. Airport IT Consultant Services may include, but are not limited to, the following tasks:

1. Air travel industry-centric technologies research, concept development, and business case development.
2. IT business analysis and requirements development
3. Airport business process improvement
4. IT Infrastructure design
5. Cyber and physical security analysis
6. Strategic planning, guided implementation, and updating of the existing IT Master Plan
7. Other IT consulting services

IV. SCOPE OF WORK

Below is the list of SOW which may be included in each of the service listed above.

- A. RESEARCH: The consultant shall conduct research on:
1. Technologies and their uses, or potential uses, and document the findings and conclusions
 2. Commercial products (hardware, firmware and software) and services that incorporate those technologies, including fit for purpose, limitations, issues and probable total cost of ownership (rough order of magnitude (ROM) pricing)
 3. Related government, air travel industry standards, and best practices, methods, regulations and policies and their effect on the Airport.
- B. CONCEPT DEVELOPMENT: The consultant shall develop and document solution options to meet the needs (e.g., functional, performance, and interface requirements) of the enterprise at a conceptual level, but with sufficient detail to describe possible commercial products and service components, custom designed and developed components, their inter-relationships, and an allocation of requirements to those components. Solution options and risks shall be defined.
- C. BUSINESS CASE DEVELOPMENT: The consultant shall develop and document a business case for any concept chosen for additional consideration to include:
1. Business impact assessment
 2. Technical infrastructure impact assessment, including impacts due to operational failure, cyber-security requirements, and PCI requirements
 3. Risks assessment
 4. Implementation timeline
 5. Cost-benefits assessment that addresses direct and indirect project costs and benefits including:
 - a) Return-On-Investment (ROI)

- b) Internal Rate-of-Return (IRR)
 - c) Intangible benefits
- D. REQUIREMENTS DEVELOPMENT: The consultant shall develop and document complete functional, performance, technical, and interface requirements, dependencies and limitations (e.g., financial, regulatory, technical, operational), and re-assess and amend the business case(s) as needed.
 - 1. The consultant shall assist with the development of the City's solicitation documents (example - scope of work, specification, requirements) and provide professional advice and support to Airport IT staff related to the solicitation process including:
 - a) Documentation and review of design requirements
 - b) Documentation and review of design specifications
 - c) Assist in the review of solicitation responses
 - d) Documentation of installation, configuration and integration of commercial and custom developed products
 - e) Unit, subsystem and system verification and validations testing
 - f) Problem determination and resolution;
 - g) Creation of related documentation.
- E. OPERATIONAL READINESS: The consultant shall perform, or assist in performing, those services required to bring a solution into an operational state including system verifications, performance validation, and acceptance testing.
- F. PROJECT MANAGEMENT (PM) AND AIRPORT AUTHORIZED REPRESENTATION (AAR): The consultant shall provide PM and AAR services for Airport IT projects and/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.
- G. RESOURCE ACQUISITION: The consultant shall assist in development of statements of need, rationale, and methods for acquiring IT resources (e.g., facilities, systems, equipment, etc) needed to meet IT demands and commitments for services.
- H. PLANNING: The consultant shall implement manage and update the current IT Master Plan to ensure continuity and forward perspective from an operational, technology and business vantage. The consultant shall provide IT inputs to the ITMP, Airport Strategic Plan, Master Plan, Capital Improvement Plan and other Plans that require IT input as directed. Inputs include based on research and resource assessment, and relationships to Airport Plans.
- I. POLICIES AND PROCEDURES: The consultant shall draft, review and revise IT Service related policies and procedures, to monitor standards developments, and to monitor appropriate adoption of them into policies, procedures, and products.
- J. SECURITY: The consultant shall assist with ongoing IT security assessment and monitoring activities, security metrics, systems and application hardening and configurations, development of security policies, adherence to compliance standards such as PCI DSS, HIPAA, state and federal law and internally driven regulatory requirements. Expertise should include vulnerability assessment, penetration testing, remediation, risk assessment, incident response, security mitigations, log management, forensic analysis for incident artifacts, and other activities in alignment with industry best practices such as ISO 27001/27002, NIST, OWASP, ISECOM OSSTMM, PTES, and SANS 20 Critical Controls.

- K. **RELATED SERVICES:** Due to the rate of change in technologies, products and services, it is not possible to delineate each of the services that could be required during the term of the contract, including services that could be introduced during the term. The consultant's respond to change and must 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 contract.

V. TECHNOLOGIES

The Consultant(s) shall be experienced in the following:

- 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, and operations and airfield management.
- B. Video technologies and analytics for security, passenger flow monitoring and modeling including interactive multilingual video and voice on monitors and smart mobile devices for customer assistance and information, including way finding, parking and transportation, advertising, paging, visual paging.
- C. Unified Communications technologies, systems, and applications including video conferencing, telepresence, language translation, digital messaging, remote agent information kiosk, and IP-PBX systems.
- D. Airport information management systems leveraging the airport operations database, the airport documentation database, airport asset management database, and the airport spatial database for airport operations management, reporting, and planning.
- E. Mobile technologies for passenger processing, retail form-of-payment, baggage handling, cargo handling, operations management, airfield operations, and maintenance.
- F. Business intelligence solutions providing real-time situational awareness for operations, near real-time operations performance and financial management, operations simulation and monitoring, and historical trend analysis.
- G. Systems monitoring and management solutions providing proactive notification of risks and faults, and security threats. Automated resolution of potential faults, and notification and reporting of system performance.
- H. Geospatial solutions, including GIS, GPS, and custom programming.
- I. Information security processes, technologies, systems, and applications including monitoring/management of firewalls, intrusion prevention and management, and penetration testing, as well as, compliance with emphasis on Payment Card Industry (PCI) standards, Privacy requirements, security policy development and implementation, and policy enforcement.
- J. Building Information Management (BIM) systems including the generation and management of 3D digital representations and modeling of physical and functional characteristics of a facility.
- K. Building automation and management systems for monitoring, management, and performance reporting for elevators/escalators, UPS and generators, fire detection and alarm systems, HVAC, and low voltage and electrical systems.

- L. Technical infrastructure systems including computer room systems and design, computer room HVAC, UPS, and cabling, servers including virtualization strategy and operations, and network technologies (core and edge switches, routers) design, configuration and management.
- M. Airport trunk radio solutions and systems.
- N. Passenger and baggage processing including self-service baggage check, boarding, baggage tracking, rebooking, and off-site check-in.
- O. Parking revenue control, parking space monitoring and reservations, vehicle monitoring, payment option innovations.
- P. Ground transportation management, control, and tracking, revenue collection and reporting technologies, software and solutions including geofencing and RFID solutions for managing taxis, limousines, busses, and TNCs.
- Q. Patron loyalty programs (e.g., frequent parker, frequent shopper, etc.).
- R. Point-of-sale systems and integration.
- S. Computer-based training systems.

VI. CURRENT COMMERCIAL PRODUCTS IN USE BY THE AIRPORT

The following commercial products are currently in use at the Airport.

- A. GCR AirportIQ Airport Business Manager
- B. ESRI/Arc GIS
- C. IBM Maximo
- D. AirIT Flight Information System
- E. AirIT Advertising Display System
- F. AirIT EASETM Shared Use Passenger Processing (SUPPS)
- G. IER Common Use Self-Service (CUSS)
- H. AirIT Resource Management System (RMS/AODB)
- I. Amano McGann iParc Parking Revenue Control System
- J. GCR AirportIQ Safety & Operations Compliance System (ASOCS)
- K. BriefCam Syndex EP
- L. Genetec Video Management Software
- M. Identiv (Hirsch) Velocity Software
- N. Milestone Xprotect Enterprise software
- O. EasyLobby Software
- P. Intellikey hardware and software
- Q. Nice Digital Video Recording Systems
- R. AAAE Computer based training
- S. Motorola RF Communications (City)
- T. IED Paging System
- U. Simplex Fire Alarm Monitoring
- V. Honeywell EBI Energy Management System
- W. Trane Tracer (Central Utility Plant)
- X. Powernet Electrical Power Monitoring and Lighting Control
- Y. Schindler Liftnet Elevator Management System
- Z. Seimens Airfield Solution/ADB airfield lighting system

- AA. Seimens Baggage Handling System(s)
- BB. Mobile Device Management Services (Airwatch)
- CC. Microsoft Windows Operating System servers, including clusters, virtual servers and blade servers
- DD. Microsoft SQL server
- EE. Microsoft SharePoint
- FF. VMWare
- GG. Microsoft Exchange Services
- HH. NEC phone switch
- II. Cisco Unified Communications
- JJ. Cisco switches, wireless controllers and access points
- KK. Solar Winds performance monitoring and trends, control and diagnostics
- LL. Software for intrusion prevention, detection, correction and reporting (e.g., Intrusion Prevention Systems (IPS) and firewalls

VI. CONSULTANT RESPONSIBILITIES

A. Deliverable

1. The Consultant shall designate a dedicated Project Manager for the duration of this contract.
 - 1.1 The assigned Project Manager shall have a minimum of five (5) years of experience related to Information Technology program and project management and a minimum of five (5) years of airport and/or air travel industry experience.
 - 1.2 The Airport's Contract Manager retains the right to approve the assigned Project Manager and to request a replacement.
 - 1.3 Any change in the assigned Project Manager shall be approved by the Airport's Contract Manager and replacement shall have a minimum of five (5) years of consecutive employment in a similar operation with comparable responsibilities, size and scope.
 - 1.4 The Project Manager shall act as an authorized representative of the Consultant.
 - 1.5 The Project Manager shall manage and coordinate contract performance and serve as a principal point of contact for communications with the Airport.
 - 1.6 The Project Manager shall accept work requests from the Airport Manager and develop a Work Statement for each project from the information provided by the Airport.
2. The consultant shall produce written progress reports, and shall conduct briefings as requested.
3. The consultant in cooperation with the Airport shall provide written monthly status reports to be identifying major accomplishments, issues, planned activities and status of deliverables/milestones. Due date of monthly report shall be mutually agreed by both parties after contract award and/or each task assign.
4. The consultant shall provide a quote for the requested services prior to work begin. Work shall start upon receipt approval from the Airport Project Manager.

B. The consultant, in cooperation with the Airport shall ensure that all project deliverables are completed on or before established completion dates.

C. The responsibilities of the consultant will be specifically defined in each Work Statement.

D. The consultant shall work with various Airport staff members and/or other contractors associated with the project deliverable.

- E. The consultant may not submit bids or proposals related to any business that it has provided consultation on with the Airport and/or the City of Austin.

VII. AIRPORT RESPONSIBILITIES

- A. The Airport will provide a Primary Point of Contact (IT Project Manager) for the duration of this contract. This point of contract will act as liaison between the consultant and the Airport staff.
- B. After award, the Airport will initiate work requests in one of the following manners:
 - 1. The Airport will develop a specific scope of work for each individual project on as needed basis. The Consultant shall submit project quote to the Airport Project Manager within 14 calendar days from the notification date, unless otherwise stated by the Airport Project Manager.
 - 2. All requests for scope of work development and proposed solution to an identified problem shall be delivered to the Airport Project Manager within 14 calendar days from the notification, unless otherwise agreed upon by the Airport Project Manager.
- C. The Airport will have the sole determination of the responsibilities and the extent of commitment required for each Work Statement.
- D. The Airport Project Manager's responsibilities will include the following:
 - 1. Participate in issue resolution through documentation, review and resolution action plans.
 - 2. Act as liaison with Airport executive management and staff.
 - 3. Acquire the appropriate Airport resources for subject matter and technical expertise.
 - 4. Participate in formulation of the detailed statement of work and work schedule.
 - 5. Define the reporting and deliverable requirements for each Work Statement.
 - 6. Review and acceptance of each deliverable and report.
 - 7. Inform the Vendor as necessary of any business or technical issues that may affect the contract delivery.
 - 8. Monitor decision-making and management of issues, acceptance, errors, enhancements, and change control.
 - 9. Monitor performance according to performance standards and service level agreements.
 - 10. Manage contractual activities for the Airport. Maintain a project management file, which will include all relevant deliverables and communication between the Airport and consultant for contract management purposes.
 - 11. Be the single point of contact for all work-related issues and manage the Airport/consultant interface.
 - 12. Manage work performed from the Airport perspective for the duration of the assigned Project.
 - 13. Monitor the consultant's progress to ensure that all milestones and deliverables are met and approve all work of the Project.
- E. Airport technical staff and subject matter experts will perform the following duties as appropriate for each Project.
 - 1. Maintain technical standards.
 - 2. Participate in acceptance testing.
 - 3. Participate in review, inspection, and approval of products and deliverables.
 - 4. Participate in knowledge transfer.

5. Track technology licensing.
6. Provide information about business needs, policies, and business procedures.
7. Participate in requirements validation.
8. Participate in cultural and procedural change management.
9. Provide policy clarification and determination.
10. Assist with managing customer requirements, risk and issues.
11. Review and approve vendor's proposed user training.

VIII. SECURITY, CONFIDENTIALITY, AND NETWORK DATA SECURITY REQUIREMENTS

- A. Consultant's on-site and remote staff shall meet all local and national security requirements and comply with all laws and regulations that are otherwise legally required to work at the airport. Refer to Exhibit A: Airport Security Requirements for more detail.
- B. On-site staff shall meet the minimum Airport security requirements and be capable of obtaining and maintaining a current valid SIDA badge at Aviation Department.
- C. On-site and remote staff shall sign a non-disclosure agreement and keep the details of Aviation Department confidential. Failure to sign or abide by the non-disclosure agreement shall be grounds for contract cancellation.
- D. Remote access shall meet Aviation Department security requirements. Consultant shall notify Aviation Department within 24 hours of a termination or resignation of support staff.
- E. All materials and information provided or made available to the Consultant by the City or while working on this Contract for the Airport shall be regarded as confidential information in accordance with Federal law, State law, and ethical standards. The Consultant shall take all necessary steps to safeguard the confidentiality of such materials or information. The Consultant shall ensure that its employees and Subcontractors associated with this contract abide by the confidentiality requirements of the Contract. The Consultant certifies that their employees, agents and Subcontractors, prior to working on this project, will have signed the Airport's Confidentiality Agreement.
- F. The Airport will provide security for gaining entry and access to its sites. As some program and individual data is of a highly sensitive nature and cannot be removed from the work location, the Consultant shall be responsible for sanitizing, i.e., removing or redacting, any such data before its removal.
- G. The Consultant shall be responsible for its Subcontractors' actions and shall be held liable for any data corruption caused by the Consultant or its Subcontractors.

(Exhibit A)

Airport Security Requirements

PART 1 – GENERAL

1.2 SUMMARY

- A. Access to any security or emergency documents must be approved by the Security Manager.
- B. Due to the ever changing environment of Airport security, requirements may change at any time.
- C. SENSITIVE SECURITY INFORMATION must be protected at all times.

WARNING: This document contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this document may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the TSA or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For US government agencies public disclosure is governed by 5 U.S.C. 552 and CFR part 15 and 1520.

1.3 RESTRICTED AREAS ACCESS POLICIES

Escorted Access: For this project Individuals shall submit to a fingerprint-based ten-year criminal history records check (CHRC) and Security Threat Assessment (STA). If the process confirms no disqualifying criminal offenses, the Department of Aviation (DOA) Security and ID Office will allow access, as approved by the Security Manager, to security areas and security documents. The Department of Aviation will provide escort services as part of this project as needed. Requests for access must be submitted in writing in advanced to the Security Manager so work can be scheduled accordingly.

Telecommunication / Electrical / Maintenance Room Access: The DOA Information Systems Division shall approve access into DOA telecommunication rooms. The DOA Building Maintenance Division shall approve access into electrical and/or maintenance rooms. A DOA employee shall accompany and escort individuals needing access to these areas. Requests for escorts must be made at least three (3) working days in advance of the event through the Project Manager and/or at the Work Coordination Meetings.

The following procedures shall be followed for approved parking.

1. The Contractor will contact Airport Communications (530-2242) to advise they are arriving at the terminal, or have arrived at their approved parking location. An Airport Security Supervisor or designee will be dispatched to meet at the designated parking location.
2. The security representative will inspect the vehicle and apply a distinctive sticker to the vehicle window to indicate that the vehicle has been inspected and authorized to be parked at that location.

Under no circumstances shall the Contractor's vehicle operator leave the vehicle prior to security inspection.

1.4 SECURITY CLEARANCE PROCEDURES

Contractor should allow 7-10 days for completion of security screening processing. Please contact Security and ID at 530-6360 for business hours.

The following procedures shall be followed to obtain security clearance:

1. Contract applicant shall complete, sign the **Personal Information Form**, and present two forms of identification.
2. Contract applicant shall read and sign the **Criminal History Records Check/Disqualifying Criminal Offenses** statement/form.
3. Contractor shall submit to an FBI fingerprint-based criminal history records check and a TSA Security Threat Assessment (STA).

Non-U.S. citizen respondents shall provide governmental proof of work authorization and an ABIA **Documentation Verification Form** reviewed and stamped by Immigration and Customs Enforcement personnel located on the ground level of the terminal building

(EXHIBIT B)

IT MasterPlan Project Outline

REF #	2014 ITMP IDENTIFIED PROJECTS
01.0	Physical Infrastructure - Demarcation Point
02.0	Active Infrastructure - LAN Upgrades
03.1	Wireless Infrastructure - Operational Wireless Data Network
03.2	Wireless Infrastructure - Public Wifi
03.3	Wireless Infrastructure - Radio Communication
03.4	Wireless Infrastructure - Operational Radio DAS
03.5	Wireless Infrastructure - Neutral Host Cellular DAS
03.6	Wireless Infrastructure - Tenant Radio Infrastructure
03.7	Wireless Infrastructure - Traffic Information Radio System
04.0	Asset Management Strategy
05.1	PARCS - Space Counting System
05.2	PARCS - Roadway Dynamic Signage
06.0	ERM - Initial Sharepoint Implementation
07.0	Admin Systems - Capital Project Management (see Project 9.1)
07.1	Admin Systems - Business Process Improvement Analysis
07.2	Admin Systems - Reevaluate ABM and Reconfigure PMS
07.3	Admin Systems - Develop Financial Reports
07.4	Admin Systems - Cost Accounting Change Management Program
07.5	Admin Systems - Integrate AVI/PARCS with PMS
08.1	BI and AIOS Integration - Initial BI Implementation
08.2	BI and AIOS Integration - AIOS and BI Phase 2 Development
09.1	PC/PM - Capital Program Management Solution
09.2	PC/PM - Project Controls and Management Portal
10.0	BMS - HVAC System Upgrade
11.0	Environmental Controls (see 10.0 BMS)
12.0	BHS - Facility Control Center Study and PLC Upgrade
13.0	Operations Management (SMS)
14.1	AVI - Convert Readers to Wired
14.2	AVI - Reader Placement Study
14.3	AVI - AVI Integration with ABM and AIOS
14.4	AVI - Web Access for AVI Operators
14.5	AVI - AVI Regional Interoperability Strategy Development
14.6	AVI - Green Based Billing Development
15.0	Geographical Information System - Phase 1
16.0	ANOMS Upgrade
17.0	Enterprise IT Infrastructure Upgrade
18.0	Telephony Upgrade

19.0	SUPPS - Phase 1 and 2
19.1	SUPPS - Phase 3
20.0	Electronic Visual Information Display System
21.0	AODB - Initial AIOS
21.1	Resource Management (see AODB section)
22.0	Audio Paging Upgrade
23.0	Visual Paging
24.1	ACS - Identify Management Automation Software
24.2	ACS - PSIM Software (refer to Project 26.0)
24.3	ACS - PIDS Study
24.4	ACS - Field Hardware Upgrade
25.1	VMS - Exit Lane Control
25.2	VMS - Phased Replacement of Analog Technology
25.3	VMS - Supplement PTZ Views
26.0	Communications Center Systems and Ops Center Study



the JW/group

3. Compliance Plan

Appendix A

RFP – MBE/WBE COMPLIANCE PLAN

All sections (I-VII) must be completed and submitted prior to the due date in the solicitation documents

Section I — Project Identification and Goals

Project Name	Aviation Information Technology Consulting Services
Solicitation Number	RFQS 5600 PAX0502

Project Goals or Subgoals	
MBE/WBE Combined	5.00%
African American	N/A
Hispanic	N/A
Asian/Native American	N/A
WBE	5.00%

Section II — Bidder Company Information

Name of Company	The JW Group, Inc.
Vendor Code	V00000904394
Address	415 McFarlan Road, Suite 211
City, State Zip	Kennett Square, PA 19348
Phone	484-508-8344
Fax	484-508-8346
Name of Contact Person	James A. Willis
Is your company registered on Vendor Connection?	Yes ☒ No ☐ If yes, provide Vendor ID #: <u>V00000904394</u> If No, please note: All vendors and subcontractors/consultants must register with COA's Vendor Connect prior to award. See Link for registration information at https://www.ci.austin.tx.us/financeonline/finance/index.cfm
Is your company COA M/WBE certified?	Yes ☐ No ☒ If yes, please indicate: MBE ☐ WBE ☐ MBE/WBE Joint Venture ☐

I certify that the information included in this Compliance Plan is true and complete to the best of my knowledge and belief. I further understand and agree that this Compliance Plan shall become a part of my contract with the City of Austin.

James A. Willis, President

Name and Title of Authorized Representative

James A. Willis

Signature

December 20, 2016

Date

For SMBR Use Only

I have reviewed this compliance plan and found that the Proposer HAS ☒ or HAS NOT ☐ complied as per the City Code Chapter 2-9C

Reviewing Counselor

Yamirasthine Underwood

Date

12/27/16

I have reviewed this compliance plan and Concur ☒ Do Not Concur ☐ with recommendation.

Director/Assistant Director

[Signature]

Date

12/27/16

2-9C Non-Professional Services RBC

11

Compliance Plan Packet – Rev June 2016



Section III — Compliance Plan Summary

STATEMENT OF RESPONSIBILITY

Initial one of the following Statement of Responsibility options below as applicable.

A. X Goals Met

I understand that I am responding to a Requirement Based Contract (RBC) solicitation. I understand and affirm I have filled out this Compliance Plan in accordance with applicable City Code and Program Rule requirements, and must comply with the MBE/WBE Program in order to be considered for selection of this solicitation. If chosen for this Solicitation, compliance with the City's MBE/WBE Procurement Program ordinances and rules is required. I agree to meet the solicitation goals specified in the chart below utilizing the firms listed on the Compliance Plan as scopes of work are assigned.

Goals: Proposed Participation	
MBE/WBE Combined	5.00%

B. _____ Good Faith Efforts

I understand that I am responding to a Requirement Based Contract (RBC) solicitation. I do not anticipate meeting the goals with certified MBE/WBE firms; therefore I am submitting Good Faith Efforts documentation demonstrating my efforts to meet the established MBE/WBE goals. I understand and represent I have filled out this Compliance Plan in accordance with applicable City Code and Program Rule requirements, and must comply with the MBE/WBE Program in order to be considered for selection for this solicitation. If chosen for this Solicitation, compliance with the City's MBE/WBE Procurement Program ordinances and rules is required. I understand, as scopes of work are assigned and/or if additional scopes of work or subcontracting opportunities are identified, Good Faith Efforts must be performed.

This signed Statement of Responsibility is my commitment to the requirements of the MBE/WBE Procurement Program which are a part of my contract with the City of Austin.

James A. Willis, President

Name and Title of Authorized Representative (Print or Type)

Signature

December 20, 2016

Date



Appendix A

Section IV — Disclosure of MBE and WBE Participation

Duplicate As Needed

Note:

- Fill in all the blanks.
- Compliance plans not complying with these requirements shall be rejected as non-responsive.
- Do not list the percentages for subcontractor participation.
- Fill in names of MBE/WBE Certified Firms as registered with Vendor Connection.
- Select either MBE or WBE for dually certified firms to indicate which certification will count towards the MBE or WBE goal.
- Contact SMBR to request an availability list of certified Firms for additional scopes of work that were not included on the original availability list.

Name of MBE/WBE Certified Firm	Moye Consulting ✓
City of Austin Certified	MBE ☐ WBE ☒ Gender/ Ethnicity:
Vendor Code	VS0000012890 ✓
Address/ City / State / Zip	1255 Corporate Drive #100 Irving, TX 75038
Contact Person & Phone #	Jan Moye (972) 887-5555
Email Address	Fax: (975) 887-5554 jmoye@moyeconsulting.com
Commodity codes/describe services	91890 Strategic Technology Planning and Consulting Services

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	

Name of MBE/WBE Certified Firm	
City of Austin Certified	MBE ☐ WBE ☐ Gender/ Ethnicity:
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone #	
Email Address	
Commodity codes/describe services	



Appendix A

Section V — Disclosure of Non-Certified Subcontractors
Duplicate As Needed

Note:

- Fill in all the blanks.
- Compliance plans not complying with these requirements shall be rejected as non-responsive.
- Fill in names of Non-Certified Subcontractors as registered with the City of Austin.

Are Goals Met? Yes ☒ No ☐ If no, state reason(s) below and attach documentation:

Subcontractor	Faith Group, LLC
Vendor Code	VS0000037453
Address/ City / State / Zip	3101 S Hanley Road, St. Louis, MO 63143
Contact Person & Phone #	Faith Varwig (314) 991-2228
Email Address	faith@faithgroupllc.com
Commodity codes/describe services	90678 Security Systems, 90684 Telecommunications, 91817 Aviation Consulting, 91842 Engineering Consulting, 91893 Security/Safety Consulting, 92533 Engineer Services, Professional, 95823 Computer Management Services
Reason MBE/WBE not used	They provide specialized aviation system and process consulting services not available through M/WBE contractors.

Subcontractor	reVision, Inc.
Vendor Code	V00000909949
Address/ City / State / Zip	1332 East 22 nd Avenue Denver, CO
Contact Person & Phone #	Philip McDonough (602)316-4127
Email Address	Philip.mcdonough@revisioninc.com
Commodity codes/describe services	90684 Telecommunications, 90693 Video Systems Design, 90700 Architectural and Engineering Services, 90728 Communications Systems, 90735 Design Services
Reason MBE/WBE not used	They provide specialized aviation system and process consulting services not available through M/WBE contractors.

Subcontractor	
Vendor Code	
Address/ City / State / Zip	
Contact Person & Phone # &	
Email Address	
Commodity codes/describe services	
Reason MBE/WBE not used	

Subcontractor	
Vendor Code	
Address/ City / State / Zip	

GOAL DETERMINATION REQUEST FORM

Buyer Name/Phone	Sai Purcell/974-3058	PM Name/Phone	Diana Health/530-6341
Sponsor/User Dept.	CTM/ABIA	Sponsor Name/Phone	Michelle Moheet/530-6336
Solicitation No	PAX0136	Project Name	Information Technology Consultant Services
Contract Amount	\$800,000 annually	Ad Date (if applicable)	06/20
Procurement Type			
☐ AD – CSP ☐ AD – Design Build Op Maint ☐ IFB – IDIQ ☒ Nonprofessional Services ☐ Critical Business Need ☐ Sole Source*			
☐ AD – CM@R ☐ AD – JOC ☐ PS – Project Specific ☐ Commodities/Goods ☐ Interlocal Agreement			
☐ AD – Design Build ☐ IFB – Construction ☐ PS – Rotation List ☐ Cooperative Agreement ☐ Ratification			
Provide Project Description**			
This service will be on as needed basis. After award, the Airport will initiate work requests in one of the following manners: 1. The Airport will develop a specific scope of work for each individual project which will be assigned to the consultant for completion and submittal of a quote within 14 calendar days, unless otherwise stated by the Airport Project Manager. 2. The Airport may ask for a proposed scope of work/solution to an identified problem. If it does it will expect the consultant proposal delivered to the Airport Project Manager within 14 calendar days, unless otherwise agreed upon by the Airport Project Manager. Pricing for these projects will be based on Attachment A, Price Proposal Form provided in the cost proposal submission or Lump Sum (Fixed) as determined by the Airport upon review of the specific project. The Airport is seeking a professional Information Technology Consultant with aviation industry experience to provide a broad range of services associated with the planning, design and implementation of information technology (IT) projects and initiatives that are identified in the Airport's Information Technology Master Plan (ITMP), Capital Improvement Plan (CIP), the Airport's Information Systems Division annual project planning process, and other IT projects and initiatives. This procurement is to allow the Information Systems Division to procure professional consulting services on an as needed basis.			
Project History: Was a solicitation previously issued; if so were goals established? Were subcontractors/subconsultants utilized? Include prior Solicitation No.			
First contract of its kind.			
List the scopes of work (commodity codes) for this project. (Attach commodity breakdown by percentage; eCAPRIS printout acceptable)			
91890 - 93%, 92030 - 2%, 92075 - 5%			
Sai Xoomsai Purcell		6/9/2016	
Buyer Confirmation		Date	

* Sole Source must include Certificate of Exemption

**Project Description not required for Sole Source

GOAL DETERMINATION REQUEST FORM

FOR SMBR USE ONLY		
Date Received	6/9/2016	Date Assigned to BDC
		6/9/2016
<i>In accordance with Chapter 2-9(A-D)-19 of the Austin City Code, SMBR makes the following determination:</i>		
☐ Goals	% MBE	% WBE
☒ Subgoals	4.23% African American	2.21% Hispanic
	1.84% Asian/Native American	2.08% WBE
☐ Exempt from MBE/WBE Procurement Program		☐ No Goals

GOAL DETERMINATION REQUEST FORM

This determination is based upon the following:

- | | |
|---|---|
| ☐ Insufficient availability of M/WBEs | ☐ No availability of M/WBEs |
| ☐ Insufficient subcontracting opportunities | ☐ No subcontracting opportunities |
| ☒ Sufficient availability of M/WBEs | ☒ Sufficient subcontracting opportunities |
| ☐ Sole Source | ☐ Other |

If Other was selected, provide reasoning:

MBE/WBE/DBE Availability

29 M/WBEs- 91890; 6 M/WBEs- 92075

Subcontracting Opportunities Identified

Yes

LaVonia Horne-Williams

SMBR Staff

Signature/ Date

6/10/16

SMBR Director or Designee

Date

6-10-16

Returned to/ Date: