Lexington-Fayette Urban County Government

RFP #5-2021

Information Technology Consulting and Technical Services

Due Date: 03/30/2021
Solaritech, LLC
104 Progress Drive
Frankfort, KY 40601

SOLARITY

A HealthTech Solutions Company

Table of Contents

Executive Summary

Solaritech, LLC (Solarity) appreciates the opportunity to present our bid and qualifications for participating as a potential vendor for the Lexington-Fayette Urban County Government's Information Technology Consulting and Technical Services solicitation. Solarity is pleased to submit the following proposal in response to RFP #5-2021. We look forward to collaborating with a variety of stakeholders to successfully meets the needs of LFUCG.

Solarity is a Division of HealthTech Solutions, LLC (HealthTech). Please note that in this response, when we refer to Solarity, we are referring to the company as a Division of HealthTech. Similarly, when we refer to HealthTech, we are referring to HealthTech as an entire organization.

Corporate Overview

Solarity was established in 2003 and is headquartered in Frankfort, KY. HealthTech was established in 2011 and acquired Solarity in July 2020. HealthTech is also headquartered in Frankfort, KY. HealthTech and Solarity are owned and operated by Sandeep Kapoor, Chief Executive Officer, and Frank Lassiter, Chief Operating Officer.

Solarity is a professional change, project, program, and portfolio management and business training and consulting firm based in Kentucky and founded in 2003 by Bud Ratliff. Solarity provides professional trainers, certified, experienced change, project, and program managers and business consultants to assist government agencies, educational institutions, and businesses with specific efforts to enable them to focus their resources on what they do best. Solarity also provides strategic planning and business analysis consulting services. We have been engaged with LFCUG since 2014 providing a variety of staff augmentation and consulting services. Solarity, as a Division of HealthTech Solutions, LLC, is an Authorized Training Partner for the Project Management Institute (PMI)®. Solarity's mission is to help people, organizations, and communities THRIVE!

Benefits of Working with Solarity

1. We understand the landscape within LFCUG and have been working with LFCUG on a variety of projects. This experience and knowledge will help maintain continuity of resources and ensure there is no interruption of services.
2. We utilize an integrated approach to our business consulting and training services which we call our "Integrated Practices Management Model."
3. We have been providing consulting and training services of similar scope for large state government agencies for many years—speeding development, reducing non-productive paths, and accelerating return on investment (ROI).
4. We have a shared mission of service and capacity building. Like state government agencies care for the citizens they service, we care about and share in ownership of your successful execution of achieving your strategic objectives.
5. Rather than relying on one (1) individual who has all skills, our diverse team may draw on our collective experience and skill sets when they are needed, deepening the pool of knowledge available on demand.
6. Our focus is on client satisfaction.
7. We bring an already developed Training framework and methodology that may be adapted (if desired) to speed its development and time to delivery.
8. Our highly rated training practice and assets are available to help grow skills for your internal staff and may be used and adapted to advance, enhance, or reinforce LFUCG's staff.

Vendor Requirements

Technology Assessment

Our broad range of experience and knowledge in a range of different industries allows us to customize our approach to fit the situation. We work in total partnership with our clients to understand their business needs and the current environment, and then match the right amount of process to meet the culture and the project.

Specialized Experience and Technical Competence

Microsoft Partner

We have Microsoft Certified Technical Specialists (MCTS) on staff, including one awarded the rare Microsoft Most Valuable Professional (MVP) on Microsoft Project for three (3) consecutive years. Our partnerships provide us with access to some of the most innovative and talented Microsoft professionals in the industry today, including Microsoft Project and Portfolio Management partners.

Microsoft Project Approach and Process

Make the most of your investment

Microsoft Project is an amazing tool (and can be quite frustrating if you do not understand how to use it successfully). We provide you with the advice, coaching, consulting, hosting, and training necessary for this tool to help achieve your objectives.

Microsoft Project Advice

Microsoft Project is a tool designed to assist your organization with Project Management, Resource Management and Portfolio Management. It has numerous features and capabilities. You should not be expected to use all the available features, however, it is still good to know that you are using the *right* features, and to know what tools are available that best provide value to your organization.

 We can help with the advice, instruction, coaching, and consulting to make this tool more effective to fit your needs. Along with direct advice for clients, we have a blog that highlights many features and "gotchas" about Microsoft Project.

Microsoft Project Consulting

In addition to Training and Advice, we provide direct consulting. Whether you are trying to determine how to create a template, modify your existing system, or get compliance from your Project Management practices and your Microsoft Project tool, we can provide the help that you need. Our goal is to allow you to use the tool to the best advantage of your organization's best business practices. The strongest compliance to the tool and processes are done when those two align. We strive to ensure that the setup and usage of the tool matches the methods and processes that your organization uses.

Microsoft Project Training

If you already have or are thinking about getting any of the many variants of Microsoft Project – whether Project Online, Project Pro Online, Project Server, Project Professional or even Project Standard – you should know what this tool can do for you. We provide training sessions customized for your version of the tool and your needs designed for your organization. Why attend a public course that tries to cover everything about everything when you only need parts of the course?

Not only do we customize the training for your organization, but we customize the training by your audience. An Administrator, a Project Manager, a Resource Manager and a Team Member have different desires and needs from the tool – why not train them in only what they need to know?

And, as both a Registered Education Provider (REP) and Registered Consultant Provider (RCP) from the Project Management Institute (PMI) we can provide you with Professional Development Units (PDU's) for the time you spend in training. Part of the reason we can do that is because we are not just teaching the tool – we are showing how the tool provides Project, Resource and Portfolio management.

Microsoft Project Installation and Configuration

If you are upgrading versions of Project or newly installing it within your organization, we know the tips and tricks to make the installation successful. We understand all the variants and can help with your installation in-house, on Microsoft Azure or Online (with or without O365). But, while installation is important, it is not the most critical part. The real value lies in the configuration. We specialize in ensuring that the tool is setup for your needs. We ask the questions to make sure the tool is set to match your organizational methods and processes. We also configure it so that the tool can be modified as your needs change over time. The value of an installation comes to fruition when the tool works for you and not the other way around.

Microsoft Project Server Hosting

If you desire to have Project in the cloud or hosted in some other manner (Azure, Online, etc.) we are experts in hosting Project Server. We understand the many alternatives available to you and can help you in picking the right version for your needs and in helping you with ongoing support, administration, or hosting.

Attachment A

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Attachment A

Attachment A contains a list of the technologies used by the Lexington–Fayette Urban County Government. Please enter the average experience (years) of qualified employees who may provide IT services in the Experience column. You may enter the number of employees the average applies to, e.g. "5 years, 3 employees". The Comments column should be used to provide LFUCG with information that should be considered during the vendor selection process.

Technology	Experience	Comments
Microsoft Windows Server (2012, 2016) and the latest generally available release (currently Windows Server Version 2019)	2.8 Yrs., 1 Emp	HealthTech Development Team
Microsoft Windows 8, 10 Desktop	3.6 Yrs., 6 Emp	HealthTech Development Team
Microsoft 365, Architecture and Design	5+ Yrs., 4 Emp	HealthTech Development Team
Microsoft PowerShell	5+ Yrs., 1 Emp	HealthTech Development Team
Microsoft Active Directory	5+ Yrs., 4 Emp	HealthTech Development Team
Microsoft Exchange 2016, 2019	5+ Yrs., 4 Emp	HealthTech Development Team
AIX versions 5.x, 6.x, 7.x, 8.x, 9.x		
Linux – Various Distributions	1 Yrs., 2 Emp	HealthTech Development Team
IBM i Operating System		
IBM i5/OS2 Operating System		
Internet Information Server (IIS)	3 Yrs., 1 Emp	HealthTech Development Team
F5 BigIP		
VMware VirtualCenter		
VMware ESXi		
Microsoft Access	5+ Yrs., 4 Emp	HealthTech Development Team
Microsoft SQL Server (2012 – 2019)	2.4 Yrs., 10 Emp	HealthTech Development Team
IBM DB/2 Database		
SharePoint Services (on premise and cloud)	2.8 Yrs., 1 Emp	HealthTech Development Team
Microsoft .NET Framework 3+	2 Yrs., 4 Emp	HealthTech Development Team
ESRI ArcGIS Enterprise (10.8.1 +)	5 Yrs., 3 Emp	HealthTech Development Team
ESRI ArcGIS Desktop – ArcMap (10.8.1 +)	5 Yrs., 3 Emp	HealthTech Development Team
ESRI ArcGIS Desktop – ArcGis Pro (2.6 +)	5 Yrs., 3 Emp	HealthTech Development Team
ESRI ArcGIS Online	5 Yrs., 3 Emp	HealthTech Development Team
ESRI ArcGIS API for Javascript	5 Yrs., 3 Emp	HealthTech Development Team
ESRI ArcGIS API for Python	5 Yrs., 3 Emp	HealthTech Development Team
Visual Studio	2.2 Yrs., 6 Emp	HealthTech Development Team
VBA	5+ Yrs., 1 Emp	HealthTech Development Team
Python	1 Yrs., 3 Emp	HealthTech Development Team
JavaScript	2 Yrs., 4 Emp	HealthTech Development Team
HTML5	2 Yrs., 4 Emp	HealthTech Development Team
C#	2 Yrs., 6 Emp	HealthTech Development Team
C++	1 Yrs., 5 Emp	HealthTech Development Team
Ruby		

Technology	Experience	Comments
Ruby on Rails		
Visual Basic 6.0	1 Yrs., 1 Emp	HealthTech Development Team
ASP.NET	2 Yrs., 5 Emp	HealthTech Development Team
VB.NET	1 Yrs., 1 Emp	HealthTech Development Team
jQuery	1 Yrs., 2 Emp	HealthTech Development Team
Web Services	1 Yrs., 3 Emp	HealthTech Development Team
PHP Development		
Apache HTTP Web Server		
RPG Freeform		
BCD Presto		
ADO	2 Yrs., 3 Emp	HealthTech Development Team
Moodle	2 Yrs., 1 Emp	HealthTech Training Practice Administrator
AJAX	1 Yrs., 4 Emp	HealthTech Development Team
Node.js		
Chef, Puppet, Troposphere		
Amazon Web Services (AWS) Architecture	10+ Yrs., 5 Emp	HealthTech Development Team
Amazon Web Services (AWS) DevOps	10+ Yrs., 5 Emp	HealthTech Development Team
Microsoft Azure Architecture	1+ Yrs., 5 Emp	HealthTech Development Team
Microsoft Azure DevOps	1+ Yrs., 5 Emp	HealthTech Development Team
Palo Alto Firewalls	9 Yrs., 2 Emp	12+ years of experience with similar firewall operation/implementation with other vendors
Splunk	9 Yrs., 2 Emp	Experience with other SIEM technologies like ELK
Extreme Networks – wired and wireless	20+ Yrs., 2 Emp	Extreme Networks, Cisco, Fortinet
Switching & Routing (SPBm)	22 Yrs., 2 Emp	
Vulnerability Scanning (Nessus)	10 Yrs., 2 Emp	
Patch Management	20+ Yrs., 2 Emp	
IBM BigFix/HCL		
PeopleSoft HCM 9.2, PUM 36 and higher		
PeopleSoft FSCM 9.2, PUM 37 and higher		
PeopleTools 8.57.11		

Support Services

Solarity has developed a Service Level Management Plan for providing our standard consulting, technical, and training services, along with a standard Service Level Agreement (SLA), which can be customized for specific client engagements. This Service Level Management plan and SLA entails focused attention to client expectations while remaining simple, flexible and cooperative. Solarity has developed a Client Satisfaction Process for both our consulting and training practices that will serve as the basis for our Service Level Management Plan and Service Level Agreement (SLA).

1. Is help desk support available?

Traditional help desk support is not provided by Solarity. However, we make our best effort to support our client at the highest levels to ensure client satisfaction with direct access to assigned resources by email or phone.

More robust Help Desk Services can be made available if requested by LFUCG at additional cost.

2. When is support available throughout the week?

Effective support of in-scope services is a result of maintaining consistent service levels. The following sections provide relevant details on service availability, monitoring of in-scope services and related components.

Service Availability

The Project Lead assigned to the engagement may be contacted by email/phone. General coverage parameters specific to the service(s) covered in this Agreement are as follows:

- Telephone support: 8:00 A.M. to 5:00 P.M. Monday – Friday
- Calls received out-of-office hours will be forwarded to a mobile phone and best efforts will be made to answer/action the call, however there will be a backup answer phone service
- Email support: Monitored 7:00 A.M. to 9:00 P.M. Monday – Sunday
- Emails/Texts received outside of office hours will be collected, however no action can be guaranteed until the next working day. Emails will be responded to as soon as possible but no later than 24 hours after receipt.
- eLearning Technical Support: Monitored 24/7
- Emails will be responded to as soon as possible but no later than 24 hours after receipt. Typical response time is within four (4) hours during normal business hours.
- On-site assistance will be provided based on SOWs within a mutually agreed upon timeframe during the business week (Monday through Friday)

Additional Service Level Management Plan and Service Level Agreement (SLA) information is available upon request.

3. Do you provide a process for escalating support issues?

Solarity, as a Division of HealthTech, is structured as a flat organization whose focus is the success of our clients' projects. The COO, Senior Consultants, and Consultants work together to accomplish project work and report directly to the CEO. HealthTech's flat structure allows for cross-team communication, direct accountability, and access to key resources for whatever challenge a project may be facing. This type of organizational structure allows solutions to be offered and implemented as soon as the need arises, differentiating HealthTech and Solarity from many of its larger consultancy competitors, who sometimes face delays due to administrative layers. The status of projects will be reviewed in weekly or more frequent staff meetings with the CEO and COO.

We understand that efficient and timely communication is the key to successful project completion. It is imperative that any disputes, conflicts, or discrepancies regarding the contract and project deliverables are resolved in a way that is conducive to maintaining the project schedule, ensuring that correct communications are distributed, and preventing any ongoing difficulties. To address risks effectively and ensure the project stays on schedule while issues are resolved, the problem escalation procedure depicted below, which defines the priority levels, decision authorities, and timeframes for resolution of the problems, will be utilized.

	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly, there will be a significant adverse impact to cost and/or schedule.	Contract Manager Frank Lassiter, COO frank@healthtechsolutions.com 502-352-2460	Within one (1) business day
Priority 2	Medium impact to project or business operations which may result in some adverse impact to cost and/or schedule.	Bud Ratliff, Solarity Portfolio Administrator	Within one (1) business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project, but no impact to business operations or cost.	Project Manager	Within two (2) business days
Priority 4	Insignificant impact to project, but there may be a better solution.	Project Manager	Work continues, and any recommendations are submitted via the project change control process

This procedure has proven to work well for both routine and emergency problem situations, and our flat organizational structure facilitates a quick response from leadership. Any project staff or client representative may initiate concerns by contacting the authorities listed on the chart above, with the expectation that they will receive a response and satisfactory resolution in a reasonable time. Based on the nature of the concern, the response may be by email or phone, including a statement to indicate expected resolution time and when the next status report may be expected.

Likewise, any Solarity or client representatives may escalate concerns to a higher level, for any reason, by calling the authorities listed on the chart, during or after normal business hours, because we are a company dedicated to quality assurance and appreciate the opportunity to resolve problems and minimize concerns that may be issues for our clients.

4. How are charges for support structured, documented, and tracked?

Charges for support are structured in the same manner as any project work. The hourly rate of the resource performing the work will be charged to the client, unless the support issue is related to the performance of the contractor. In which case, effort to resolve the issue will not be considered billable time.

Software Development

> In addition to the technology assessment, proposals should include their application programming methodology, development life cycle, documentation standards, and other components of software development.

Solarity, a Division of HealthTech Solutions, will utilize the HealthTech development team for any software development task orders. HealthTech is appraised as a CMMI Dev-3 level development vendor. The HealthTech Team adheres to the principles of Agile development, a well-established approach to creating enterprise software that follows iterative production cycles; promotes teamwork; encourages continuous learning and requires adaptive planning from start to finish. Projects delivered via the Agile framework emphasize the value of:

- Human input and interactions—human-centered design
- End user experience
- Close customer collaboration
- Responsiveness to change throughout the development process

Our software development proceeds by defining a series of near-term milestones that can be accomplished over two-week development "sprints," a rigorous process that allows regular client feedback and incorporates new intelligence within each cycle, a means of continuous quality improvement. Our developers take into consideration the inevitable changing requirements and client feedback, resulting in software that evolves and improves over the course of development.

In practice, project leadership and ownership are appropriately shared with the client in service to the success of the overall mission. We collaborate with the client to help define and prioritize requirements and to design solutions that are both cost effective and time sensitive. We work closely with all parties during development, providing incremental updates for review and approval. Iterative and feature-driven cycles reduce risk, increase value, and allow for flexibility. This collaborative, transparent approach provides a rich and rewarding environment for teams to develop robust software products.

A five-point priority checklist guides our development process:

- **People First** – strong collaboration with robust client input and feedback loops
- **User-Centered Design** – rich GUIs in both mobile and web formats, highly responsive in appearance and functionality with a focus on simplicity and ease of use
- **Robust Data Management** – encryption of sensitive information; historical retention of data; audit logging; powerful exports and data mining capacity
- **Clear Business Rules** – exhaustive documentation and alignment of business rules with all automated workflows
- **System Security** – integrity of source code and at all points of system integration; full compliance with applicable security standards; strong encryption and credential hashing; robust backup and fail-safes

Specific Security Protocols for protection from data from loss, unauthorized manipulation, and theft: Countermeasures include redundant storage, authentication, encryption, masking, and obfuscation. System security is handled at multiple levels, from fully disjointed database models using advanced encryption methods to solid firewall configurations. System logs are enabled to allow thorough examination of illicit activity.

Personally Identifiable Information (PII) is secured using high quality data encryption such as Triple DES (3DES). Server web communication is performed over SSL encrypted pipelines to

ensure data integrity across the internet. HealthTech will ensure that developed applications meet all applicable federal privacy and security requirements including HIPAA.

Approach to Achieving Objectives for Development

The HealthTech Team's enterprise engagements follow a predictable stepwise process that begins by identifying the tasks necessary to meet the requirements (Discovery; Goal Setting; Requirements Development), and proceeds to execution of identified tasks, quality assurance in meeting project goals, and ultimate transfer of technology to client.

PHASE ONE: Discovery

Discovery: The HealthTech Team invests considerable effort in discovery, seeking first to map to the human process that our software will replicate and enhance. Through a series of on-site visits and in-depth interviews with stakeholders at all points on the process chain, we determine, and document manual or policy procedures and the ways technology may replace or streamline them. We identify system redundancies; potentials for error both in human and machine processes; known or suspected faults; and any potential and extant linkages between current and future system operations. We document the client's vendor network with expectation of future outreach and ownership of all third-party integrations. We develop, via focus group and guided discussion, an image of the client's ideal state of operations and incorporate that in our design thinking.

In short, we examine in fine detail the client's system (including technology and human action), analyze the data, then deliver our recommendation in the form of a Discovery Document that details both the current state of the system and our recommendations for improvement.

The objective of the discovery process (and through to production) is to create genuine, in-house expertise in the client's work process, both as it exists and in its future iterations. That expertise will inform effective intuition among our development and management teams that promotes greater partnership with the client and leadership ability in decision making and problem solving.

Project Initiation and Goal Setting: Following completion of the discovery phase, HealthTech Team will schedule a kickoff meeting to be led by HealthTech wherein development and client team members roles are established. In open-ended discussion (possibly extending to a second meeting or concurrent breakouts as needed) we will identify broad goals for projects and sub-systems; and from these goals, timelines and project priorities are established. An Account Manager, Technical Architect, Project Manager, and Software Development Lead will then work with LFUCG to identify and compile the detailed list feature requirements that will provide the framework of architecture for the software product at each Phase of development.

Requirements Development: The HealthTech Team will refine the compiled requirements into two classes of guiding documents:

1. **The System Specification** will cover technical resources and server architecture.
2. **The Requirements Specification** will cover front and back-end functionality in detail.

These documents will be presented to the LFUCG team for periodic review, revision, and eventual sign-off. Once all requirements are approved by the LFUCG team, the Account Manager and Technical Architect will allocate the HealthTech Team and (if needed) partner or subcontractor staff resources based on established LFUCG timelines to create a project plan using Microsoft Project or other preferred facilitating tool.

PHASE TWO: Design, Development, and Implementation

Wireframes Development: The logic and look of a software's user interface is represented by the Wireframes. The Project Manager, Software Architect, and Creative Director will collaborate

with the LFUCG team to create the best experience for each of the system's many user types, including field personnel, internal administrative staff, data analysts/researchers and visitors to public areas of the system. Wireframes will be developed by the Creative Director and Graphic Designers and presented to the LFUCG team for feedback, revision, and sign-off. Once Wireframes are approved by the LFUCG team, user interface development starts, including working prototypes. The HealthTech Team will establish a secure development environment (the Dev Site) for the LFUCG team to interact with the system while in progress.

Production and Delivery: The HealthTech Team will develop projects in a series of distinct modules, each presented for LFUCG review. Modular development and approval encourages timely feedback and responsive construction of each component prior to full project completion and review. This process continues until all modules are developed. The Project Manager will communicate status and updates between LFUCG and development teams. AWS DevOps (DevOps) will facilitate version control using Git. The Quality Assurance (QA) team will create test plans, test cases and ensure the software meets specifications. Once approved by the lead QA Analyst, the HealthTech Team will create a complete system build and deploy to a secure User Acceptance Testing (UAT) environment (the Test Site) where the LFUCG team will review functionality. Changes resulting from feedback will be implemented, and the review process repeats through a formal process of change requests until the system is developed and ready for field testing.

User Acceptance, Testing, and Documentation: At this stage, the HealthTech Team will develop User Guides or other supplementary materials as needed. Per LFUCG instruction or protocol, the HealthTech Team will then organize a limited launch of the site to a test group (aka, Beta Testing). The Project Manager will schedule demos and training for the Beta Test group. After successful and sufficient testing, the HealthTech Team will provide LFUCG all requirements documentation, system documentation, source code, and the annotated results of all test cases conducted.

Testing Protocols:

- The HealthTech Team is experienced in the use of AWS DevOps, Jenkins, and Bamboo to perform continuous integration (CI) and continuous delivery (CD)
- The HealthTech Team uses both unit testing and integration testing pipelines for all products under CI – these pipelines are written in Nunit for C# and JEST for JavaScript (Focal, Ralloc, Project Z). We have staff with expert-level professional experience in JUnit and xUnit.
- For manual testing, the HealthTech Team uses test cases in TFS and X-Ray (in Jira) to document preconditions, test plans, and test executions, and to link these to User Stories and Defects
- The HealthTech Team also uses end-to-end pipelines written using the Selenium WebDriver for several products under CI (BRG CareChats). These pipelines directly interface with QA and Staging systems to perform authentication, environment setup, data entry, input validation, verification of user navigation, and validation of proper data storage and execution of algorithms
- The end-to-end pipelines serve as a battery of automated regression tests to provide continuous feedback throughout the development process

Project Training: The HealthTech Team will identify a Key Team comprised of LFUCG staff best positioned to receive, apply, and further disseminate training throughout the agency. Ideally, these

staff members will have had contributing roles in discussions and decision making prior to contracted system changes or enhancements. Supervisors in charge of impacted departments will be brought on board.

The HealthTech Team will schedule the duration and method for each training and delineate between online/classroom and 'hands-on' instruction. We will prepare all instructional materials, including optional video production and distribution, to assure user familiarity with the operational software, target computer(s), support software and user roles. Instruction will include all specifications and features, plus the techniques, tools, and methodology required to access

The HealthTech Team will provide detailed schedules for implementation of all features. Depending on the size of the project, it may not be feasible to implement each desired feature simultaneously. In instances where a feature affects the entire organization, its components can be introduced on a phased-in basis. The schedules for new system deployments will be coordinated for minimal disruption to the client as a whole. The decisions made here will impact in which order staff are trained and the timing of communicated messages.

Final Launch: Upon final approval, the project site is launched live on a date previously determined by the Project Manager and agreed upon by the LFUCG team. The HealthTech Team and its creative partners will assist as necessary in the development of public relations (PR) materials or other outreach products to promote a successful launch to target audiences. At this stage, if LFUCG is ready to assume management of the system, the HealthTech Team will transfer operations to LFUCG program technical and administrative staff. The HealthTech Team will be available to provide ongoing management and all necessary maintenance and support as requested by LFUCG.

PHASE THREE: System Enhancement and New Feature Development
The HealthTech Team will be available post launch to collect feedback from the users. Feedback is documented and presented to LFUCG for prioritization and further discussion on resource allocation, sprint planning, development, and roll out. Additional features planned and executed past the launch of originally contracted work will follow a similar stepwise process to that described above (i.e.., Discovery; Goal Setting; Requirements Documentations; etc.).

Depending on the scale and scope of a new feature, a Lead Developer and Project Manager (possibly members of QA and UX teams) will lead the Discovery process and associated interviews, code review, data state analysis, and document reviews. This team will work with LFUCG staff to achieve mutual understanding on functionality and devise a sprint plan for development, implementation, and testing of each new feature.

For integration of third-party services and APIs, the HealthTech Team accepts the responsibility to manage vendor relationships on behalf of the client and to take the lead in consulting on version updates, quality control, suitability of product to LFUCG application(s), and if necessary, on pricing and sourcing alternative services and products.

Agile Hybrid Approach
HealthTech proposes the use of a hybrid approach (Agile and Waterfall) because some of the milestones are phased based, therefore, a waterfall approach to delivery is more appropriate. However, internally, all development and product configuration will be done using an agile approach. This hybrid approach will enable us to deliver reports very early in the project which will enable us as team to learn and improve along the project.

We will apply project management controls aligned with the PMBOK® process areas to successfully guide project delivery. Where appropriate, we will leverage PMBOK®'s repeatable, iterative processes, tools, and templates to maximize efficiencies. For example, we will utilize

existing tools and templates for planning and monitoring risks, issues, work plans, scheduling, resource allocation, time tracking, and budgeting, and we will utilize Microsoft Project for work plan development, baseline tracking, and ongoing schedule management.

We recognize that not all requirements will be known at project start-up, or even at the start of each sprint. At HealthTech, we use a flexible approach for discovery by allowing discovery to take place throughout the entire DDI lifecycle. At the end of each sprint, we conduct a sprint retrospective by showing LFUCG semi-working code so key stakeholders can identify what they like or do not like. The user stories are very short for a reason – to give the project sponsor the flexibility to refine the requirement and build upon itself from sprint to sprint. To minimize and streamline the dependencies on certain stakeholders, some sprints may be conducted in parallel with other sprints, i.e., sprint of sprints. With this approach, sprints are segregated by workstream to allow flexibility with time needed by certain key stakeholders. The diagram below illustrates our Agile software development process.
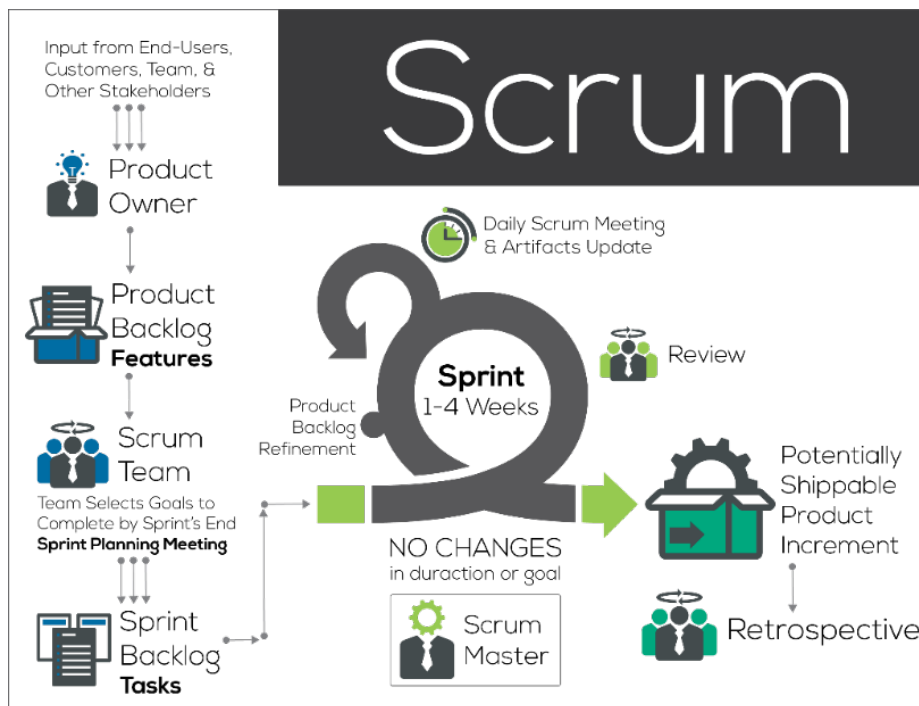

Figure 1. Agile Software Development Process

Requirements Gathering and User Story Creation

The business analyst team will be responsible for facilitating JAD sessions with stakeholders, gathering requirements, and documenting all requirements. Jira is used as a tool by the HealthTech team to track and assign requirements. The requirements management process follows the principles outlined in the CMMI policies and procedures implemented at HealthTech. To develop user stories based on the requirements of LFUCG, we will first create and organize the requirements by Epic using the Jira tool. The Epic provides a high-level activity that a user will accomplish through the system or initiative. Once the Epics are identified, user stories are created based on the business and technical requirements as gathered during the JAD sessions with stakeholders. These user stories support the activities and further describe and elaborate on the processes that need to be developed to meet the use case and Epic. Lastly, tasks and subtasks are developed for each user story. These become the work packages and activities on the project and implementation plan. Each task and subtask are then grouped into releases which

provides a roadmap for all the required development activities. Based on the releases identified, the end of a sprint can be marked as a release. For example, in the graphic below, the end of Sprint 2 could be identified as Release 1 and the end of Sprint 3 could be identified as Release 2.
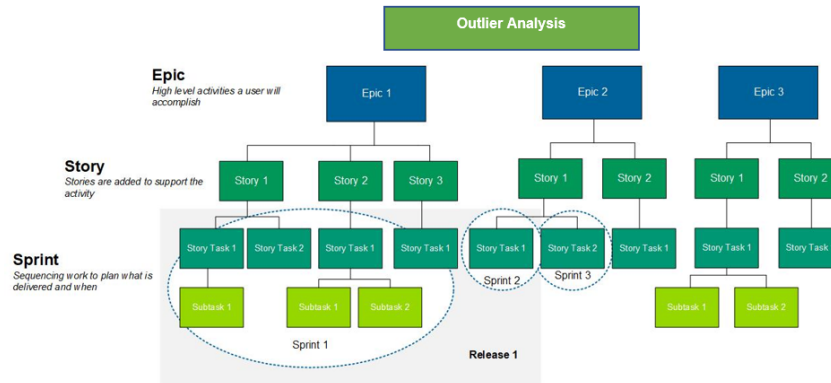

Figure 2. User Story Development

Utilizing Tools for Efficiency

At HealthTech, we use Jira as our toolset of choice for tracking user stories, Epics, and requirements. Jira allows full traceability of the story from concept through the development lifecycle including mapping the product requirements in the Requirements Traceability Matrix (RTM) to its respective Epic, user story, and sprint. Each user story creates a deliverable that can be validated by the quality assurance team and testing analysts.

Release Management

Establishing a process for release management will be critical during the development process. Once user stories are defined, each task and subtask are grouped into releases. The releases dictate a roadmap for the product development. Best practices for release management include:

- Automate as much of the process as possible. This includes automated processes for DevOps and testing.
- Establish clear requirements and have documentation to eliminate ambiguity
- Develop acceptance criteria that can be tested and validated
- Integrate regression testing as a part of the release plan to minimize user impact

Sprint Planning and User Story Prioritization

Before the start of each sprint, a sprint planning meeting is held. The Product Owner presents the top items on the backlog and the scrum team selects the work they can complete during the upcoming sprint. Story points are allocated to the user stories during sprint planning. If a User story exceeds 24 story points (or the limit decided by the team), it is broken down into multiple user stories so that each user story does not exceed 24 story points. Smaller user stories make it easier to digest the functionality requested. After the user stories are selected for the sprint, the requirement(s) are then moved from the product backlog to the sprint backlog.

Each day during the sprint, a brief (no longer than 15 minutes) stand-up meeting is held to set the context for each day's work and helps the team stay on track. Team members discuss their progress and any blocks to completing the work for that sprint.

At the end of each sprint, an informal demonstration is held to show the Product Owner (and stakeholders) what was accomplished during the sprint. Any changes or newly discovered items

are moved to the product backlog. The velocity of the sprint is also calculated to determine the team's historical performance on differently sized stories. If the 24-point stories always end up dragging through multiple sprints, the stories are re-evaluated and broken into smaller pieces of functionality to fit in the upcoming sprints.

Testing Approach

The HealthTech testing team will develop and execute the Test Management Plan. The test plan will contain a reporting chain outside of the project to facilitate problem escalation to govern project independence. The independent reporting chain provides a check-and-balance on the project. Following the normal testing at the different phases of an SDLC, the HealthTech team will be performing the following tests:

- **Unit Testing**: Developers are responsible for performing unit testing during the coding/development phase.
- **Regression Testing**: Ensures the previously developed software is unaffected by new releases.
- **Parallel Testing**: Compares the new enterprise application to legacy data to ensure accuracy in the functional characteristics of the application.
- **System/Functional Testing**: Requires all business functions to be tested thoroughly. Test cases are developed that articulate the business flow and detail the inputs and expected results. Such testing ensures the application is addressing all business requirements. The relevant test cases are documented along with the use cases in the RTM to ensure the requirements are tracked from one phase to another within SDLC.
- **Integration/End-to-End Testing**: Allows testing of the system to ensure the business functions interact with other business functions, and the complete workflow is tested thoroughly. This testing requires test cases to be developed that test the system(s) operations as designed from the start to the end. This testing ensures the right data is being passed among various components, sub-systems, or systems so the business function is completely addressed.
- **Security Testing**: Ensures common security issues such as structured query language (SQL) injection and cross-site scripting are addressed.
- **Performance and Load Testing**: Ensures system performance meets SLAs and can consistently perform as the load increases. Using Amazon Web Services (AWS) as the cloud solution allows HealthTech to adjust scaling to test increased loads capable of mirroring production (infrastructure, files, databases, processing, and reporting) and then revert to normal space requirements and scale up/down as needed.

All HealthTech testing documentation is easily accessible to LFUCG and approved vendors/partners via online tools, so they can inspect artifacts and results as well as use the test data, use cases, user stories, and other information to do their own UAT testing. HealthTech will work with State-assigned resources, if they choose to participate with the project team, in performing the functional, integration, and end-to-end testing.

Based on HealthTech's experience in participating and leading large scale UAT sessions in the Medicaid industry, our UAT approach has been designed to complete the following tasks:

- Provide an objective measure of how the system complies with the requirements
- Measurement of the degree to which the system is "ready"

- Identification of issues, defects, and new requirements that must be analyzed, prioritized, and addressed before go-live or the next product release

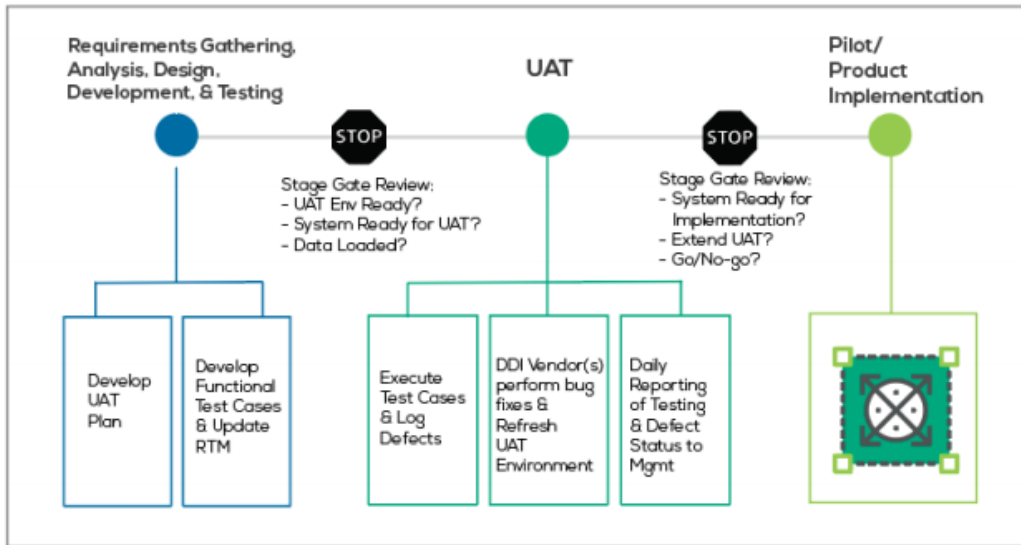The diagram below illustrates the proposed UAT approach:

Figure 3. UAT Approach

Pre-UAT Activities
Prior to execution of UAT, the UAT plan and test cases will be developed and a Pre-UAT stage gate review will be completed.

1. Develop UAT Plan
HealthTech will develop a UAT Test Plan that will include detailed tasks to be performed during UAT. The UAT Test Plan will identify milestones, resources, and timelines for the tasks.

HealthTech will review the UAT approach with LFUCG prior to adopting such metrics to measure the quality during UAT. These metrics will be included in the initial UAT Test Plan submitted for review during the Project Initiation Planning phase. Using these metrics throughout the project allows the team to forecast future activities, issues, and incidences and be proactive in approaching tasks with fewer surprises.

The UAT Test Plan will ensure these quality management guidelines are documented and adhered to throughout the UAT phase. HealthTech will work closely with LFUCG to ensure specific testing needs are included in the UAT plan and provide considerations for the module or release's effects on other modules, interfaces, and CMS certification requirements. As a part of HealthTech's quality assurance audits, our team will review test plans and results from contractors and determine if any use cases or test scenarios are applicable and useful to UAT testing. The graphic below illustrates the overall components of the HealthTech UAT Test Plan.
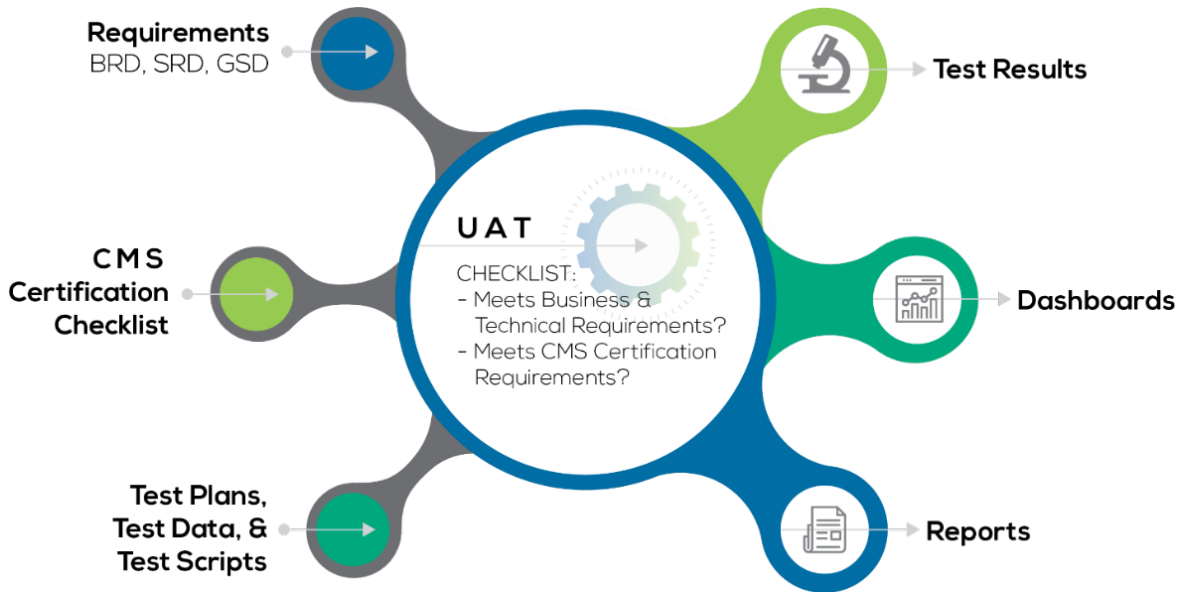
Figure 4. Components of the UAT Test Plan

2. Develop Test Cases
During this phase, the testing team will develop test cases to address the functional, non-functional, and integration requirements identified in the RTM, Business Requirement Document (BRD), and System Requirement Document (SRD). As the test cases are developed, the RTM will be updated appropriately to identify test cases for the requirements.

3. Stage Gate – Pre-UAT
During the stage gate pre-UAT phase, HealthTech will work with the module vendors to ensure all exit criteria for the development and unit testing phases are addressed, and the project is ready to enter UAT. Working with LFUCG, HealthTech will ensure the system is ready for UAT, retrieve access of the module UAT environment, and ensure the database is loaded with requisite code tables and seed data.

Test Methods and Techniques
The testing method used in UAT will be primarily black-box testing where the application will be tested by performing developed test cases.

Due to the modular environment and incremental approach to implementation, regression testing will be critical for the emPower solution. A series of test cases will be defined as regression test cases and automated as applicable using various testing tools including WinRunner. Regression testing will occur as module functionality is added and will be performed with each build and release of the modules. This will ensure the release did not impact prior builds or functionality. UAT will also include interface testing to ensure all input and output files follow the design and address the interface related requirements. Most of this testing will involve the SI/DH vendor. Test cases can be tracked using the Atlassian suite of products including Jira and Confluence.

Test Execution Reporting
Prior to UAT, the testing team will complete the pre-UAT activities and training exercises on the tool. Where and when applicable, module vendors will be requested to walk through the system with the testing team to ensure the test cases developed are applicable and valid.

Defect Tracking
An important component of the development process is defect tracking. Defects will be tracked in Jira and reports can be run to monitor the status and assignment of the defects.

Post-UAT Stage Gate Review

At the end of UAT, HealthTech will compile a report providing a list of open defects categorized by severity, a list of requirements that have been met or not met, and an objective assessment and recommendation for the stage gate review. An example for such stage gate review during testing is below:

Seq #	Stage Gate Criteria	Criteria Met?	Observations / Comments	Recommendations / Action Items (Corrective Action Plans for Yellow/Red Items)
1.04	All test cases have been executed to ensure complete coverage.	Criteria Partially Met	Revalidation of 12 defects was not completed due to time constraints.	Since none of the 12 defects were deemed Critical or Major, they be addressed in the next regression testing
1.06	No Blocker or Critical defects that impact business	Criteria Met	There were no Blockers or Critical defects	
1.07	Data Conversion executed successfully	Criteria NOT Met	Data Conversion did not execute due to build issues	Build issues must be resolved before completing Testing phase

Figure 5. Sample Stage Gate Review during Testing

UAT testing will be considered closed once LFUCG has completed all UAT test scenarios successfully and provided approval of UAT success. The HealthTech project Work Plan is developed to ensure LFUCG' testing resources have sufficient time to perform acceptance testing activities and address all outstanding issues and concerns.

The HealthTech team will ensure all critical issues and high issues are 100% resolved before we "go live" with UAT releases. This will apply to production releases as well. HealthTech understands LFUCG plans to perform UAT on all software releases. UAT will be configured, so LFUCG can conduct continuous UAT in a separate, dedicated environment.

Tools

Our firm is a Microsoft Silver-Certified Development partner, and our development is focused on the .NET Core platform, which may be developed and deployed on Windows, Linux, and macOS environments.

The HealthTech Team develops and deploys using AWS DevOps as our primary service. Code is stored and versioned using the Git protocol, in an AWS DevOps instance.

- 10 licenses - Visual Studio Enterprise Edition
- 10 licenses - JetBrains' ReSharper Ultimate
- 5 licenses - Microsoft SQL Server 2019

For mobile application development, our team will secure Developer Accounts for both the Apple Store and the Google Play Store.

Mobile Deployments

The HealthTech Team will manage the app submissions for both iOS and Android platforms and will be responsible for getting the apps approved and published on the respective app stores.

Our team has managed 45+ mobile apps and understands the intricacies and can effectively communicate with the developer teams at Apple and Google to get apps approved and published for discovery on the stores.

Approach to Complying with Security Requirements and Business Continuity

HealthTech understands the importance of system compliance and security within the Information Technology (IT) industry. The healthcare and public health sector is a critical infrastructure sector, and, as such, HealthTech ensures our security standards meet the same federal, state, and industry standards, regulations, and laws to protect the integrity of our company and our clients.

Our overarching security framework aligns with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. The five framework core functions of the Cybersecurity Framework allow us to implement the security controls identified in *NIST 800-53 Security and Privacy Controls for Federal Information Systems and Organizations* in a guided and strategic approach across the organization from the executive level to the operations level. The framework allows us to identify, assess, and manage cyber risks.
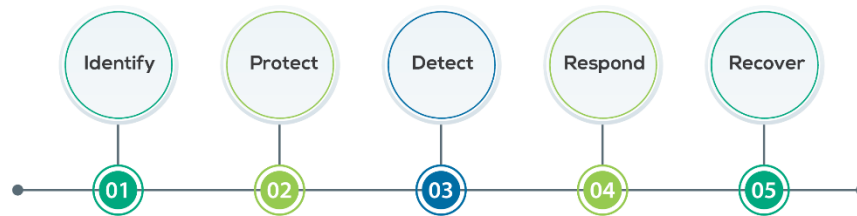

Figure 6. Overarching Security Framework

Identify – Security risk assessments are conducted using the Center for Internet Security (CIS) critical security controls. Using this prioritized set of actions, HealthTech can continually identify risks and implement risk management strategies. This enables us to focus and prioritize our efforts in a way that is consistent with business needs. This is accomplished through asset management, governance, and risk management. Continuous vulnerabilities assessments and remediation are key to maintaining the security of our infrastructure. HealthTech partners directly with the Department of Homeland Security (DHS) Risk and Vulnerability Assessment (RVA) team to conduct weekly comprehensive cybersecurity assessment activities including vulnerability scanning under the authority of the Federal Information Security Management Act (FISMA).

Protect – HealthTech focuses on implementing administrative, technical, and physical safeguards to ensure delivery of critical services. Vulnerability scans and strict adherence to patch management policies allow us to quickly identify and remediate known attack vectors and vulnerabilities. Strict network access controls, continuous monitoring, host-based detection, and enterprise-level antivirus provide us with a fortified network and the tools necessary to remediate any type of infiltration. HealthTech will also ensure that all data is restricted to the continental United States.

Detect – HealthTech employs enterprise-level technologies and controls to monitor attempted security violations and safeguard against data alteration including security breaches. We use Amazon Web Services (AWS), because their security modules allow filtering of traffic for all data flowing within the network environment. An enterprise-level managed detection and response (MDR) service provides comprehensive threat detection and defense with 24/7 monitoring and alerting and remote incident investigation and response for all endpoints and network devices in our enterprise. This allows us to make changes in real time, as necessary.

Respond – Members of the HealthTech security operations team monitor the MDR continuously for anomalous activity and respond to incidents by initiating an incident investigation. A third-party service also monitors our environment 24/7/365. Procedures are in place for each category of an alarm.

Recover – HealthTech has developed a program of recovery plans that allow for us to be a resilient organization with the capability of quickly restoring services, recovering data, and continuing with operations in a broad spectrum of incident and disaster scenarios. There are various means of recovery for HealthTech. Our Incident Response Plan (IRP) and Business Continuity Plan (BCP) cover all aspects of recovery of operations.

HealthTech understands the importance of protecting personal health information (PHI) and our client's confidentiality. All our employees and subcontractors are required to train and pass an assessment on Health Information Portability and Accountability Act (HIPAA) regulations and sign confidentiality agreements. We will ensure all individuals, including any subcontractors, having access to confidential data sign non-disclosure and confidentiality statements to abide by state and federal rules and policies relating to confidentiality at the time of hire. Annually, employees and subcontractors will be required to retake the HIPAA training and renew the non-disclosure and confidentiality agreements.

At HealthTech, we maintain compliance with the following laws, regulations, and guidelines:

- NIST 800-53
- The American Recovery and Reinvestment Act (ARRA)
- Patient Protection and Affordable Care Act (PPAC)
- Title XIX of the Social Security Act
- Title II, Subtitle F, Sections 261 through 264 of HIPAA, Pub. L. 104-191
- Medicaid IT Supplement 11-01-v1.0, Enhanced Funding Requirements: Standards and Conditions (S&C) focus

In order to protect our clients, system administrators are alerted immediately through redundant systems of any unauthorized access, malicious software, or unauthorized hardware. This provides us with the ability to respond immediately and report our findings to our client within 30 minutes.

Data transmission is protected using end-to-end encryption, port security, and identity management. All data at rest and in transit is encrypted following the Federal Information Processing Standards (FIPS) 140-2 standards. The AWS environment is segmented into virtual private networks (VPN) that compartmentalize like services, such as databases, using additional security controls dependent upon the data classification and use of the system. Production, testing, management, and disaster recovery environments are further segregated to provide additional layers of security.

Our MDR service provides proactive identification, alerting, and response to cybersecurity threats. The solution is backed by a Security Intelligence Center which has 24/7 analysts who are responding to incidents as indicated by near real-time alerting on the logs from our environment. Through continuous monitoring, we can identify and notify clients of unauthorized access within five minutes of detection. Logs are collected from all endpoints in the environment including user systems, sent securely to a third-party where they are processed by the security information and event management (SIEM), and stored securely for the duration of the contract plus the determined retention policy. As a complete technology stack, the MDR service goes beyond a traditional SIEM and network perimeter defense. It watches for later movements, monitors threat intelligence feeds, and uses a combination of behavior analytics and a dedicated team of analysts to break the cyber kill chain before it becomes a breach.

Consulting

> If your company proposes to offer consulting services, provide an overview of each area, outlining your company's experience, approach, and applied methodologies.

At Solarity, our consulting practice is focused on building the capacity and skills of employees to enable project success and manage operations efficiently and effectively. While we bring extensive knowledge and expertise to the table, we recognize that every organization is unique and the people within the organization usually have the ability—given appropriate guidance, knowledge, capability, and tools—to realize and achieve their objectives and strategies. We enable our partners to enhance their inherent strengths and bolster their areas of development through "right-sized" consulting, training, and other practices.

We are eager and would be honored to more directly support Lexington-Fayette Urban County Government LFUCG to:

- Increase efficiency and success of LFUCG projects and operations
- Assist LFUCG's Information Technology resources and others across all LFUCG departments
- Utilize both industry best practices and emerging techniques and technologies to advance the projects and initiatives of LFUCG
- Help LFUCG maintain a core staff of knowledgeable and professionals to support and manage essential projects and operations for departments throughout LFUCG
- Guide LFUCG to define measurable goals and empower the Information Technology community to achieve results

Consulting Services for this RFP

Solarity consultants are professionals who have years of real-world experience in their fields. For this RFP, Solarity proposes to provide technical leadership and guidance to LFUCG's Information Technology Department through the following consulting services:

- Business Analysis (including **Technical Requirements Gathering**)
    - Requirements Gathering
    - Process Documentation
    - Needs Assessment
- Strategic Planning (including **IT Strategic Planning**)
- **IT Governance**
- Project, Program, and Portfolio Management
    - IT Project Management
    - Certified Project Management (PMP)
- Organizational Change Management

We describe our services in more detail below.

Specialized Experience and Technical Competence

We have been implementing value-add service solutions for the success of our clients since our business began.

Solarity has provided project, program, portfolio and change management, business analysis, information technology consulting, strategic planning, and training services to organizations throughout the Commonwealth of Kentucky and contiguous states for many years. In many of these engagements, the Solarity business consultants have served as the integrator for our clients, bringing together the components that lead to successful outcomes.

Business Analysis

Since Solarity's inception in 2003, we have been assisting our customers to help generate requirements for project and service delivery through the practice of Business Analysis. Our skilled Business Analysts can assist customers through facilitation, requirements elicitation, process documentation, needs assessment, coordination of requirements, and testing. Additionally, we can help increase Business Analysis knowledge and skills for continuous improvement through training.

Professional Associations

In 2013, Solarity helped to charter and sponsor the local Bluegrass IIBA Chapter and has continued to be heavily involved with the chapter. Solarity has several staff members that either currently or previously have served the chapter in both board and leadership positions. Additionally, Solarity is a charter sponsor of the chapter, regularly hosts and sponsors the monthly chapter meetings, and provides expert speakers for chapter events.

Solarity is also very well-versed in the PMI® Business Analysis Practice Guide and the PMI Professional in Business Analysis (PMI-PBA®) certification.

Strategic Partnership

Solarity has excellent practitioners and trainers in Business analysis but has also partnered with B2T Training to provide extraordinarily high-quality Business Analysis training content and instruction. Since its inception in 2000, B2T Training has focused solely on providing business analysis training and professional development in traditional and agile approaches. B2T brings over 25 years of experience to provide the highest quality business analysis training and support for ongoing development of business analysis professionals. Attributes include:

- Instructors, coaches, and course developers that are business analysis experts
- Founding member of the International Institute of Business Analysis (IIBA®) and endorsed education provider since 2003
- Registered Education Provider for the Project Management Institute (PMI®)
- Full suite of offerings: Instructor-led training, Virtual Live training, On-Demand training, Webinars, Workshops, Mentoring, Consulting, Coaching and Curriculum Development

As experts in the field, B2T Training continues to shape the Business Analysis discipline and the careers of BA professionals in major corporations across the globe through its high impact training sessions and valuable resources.

Strategic Planning

Strategic planning is a **disciplined process** that produces **fundamental decisions and actions** that shape and guide what the organization is, what it does, and why it does it. By thinking strategically and developing effective goals and strategic initiatives, organizations create the means to achieve their vision and accomplish their mission. The strategic planning process also must provide ways to continuously monitor progress, track environmental conditions, alter processes and direction, and rapidly respond to opportunities and challenges.

Solarity Strategic Planning Process Model (SSPPM)

The SSPPM includes not only the development of strategic plan but also processes to assist with the execution and continuous improvement for an organization to successfully manage its accomplishment. Many times, strategic plan "documents" are developed and remain on the bookshelf collecting dust and not referenced in day-to-day management or operational environment. The achievement and implementation component as explained below is to measure the strategic plan achievement to enable adjustment of the strategic plan as necessary to

succeed. Our SSPPM process is modeled on the Plan-Do-Check-Act model, shown in the figure below, for ensuring continuous improvement.
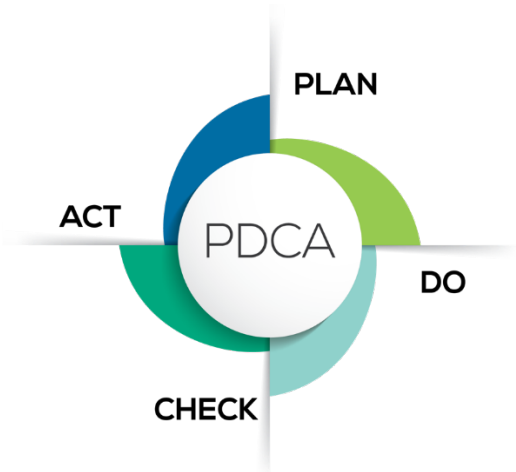
Figure 7. PDCA Model

The Solarity Strategic Planning Process Model (SSPPM) provides a nine-step, progressively elaborated approach to strategic planning. We adapt this proven process to the unique conditions of each engagement as it unfolds, producing the most valuable results. As each component is generated, it becomes a building block for the remaining components. Our SSPPM is shown in the figure below:
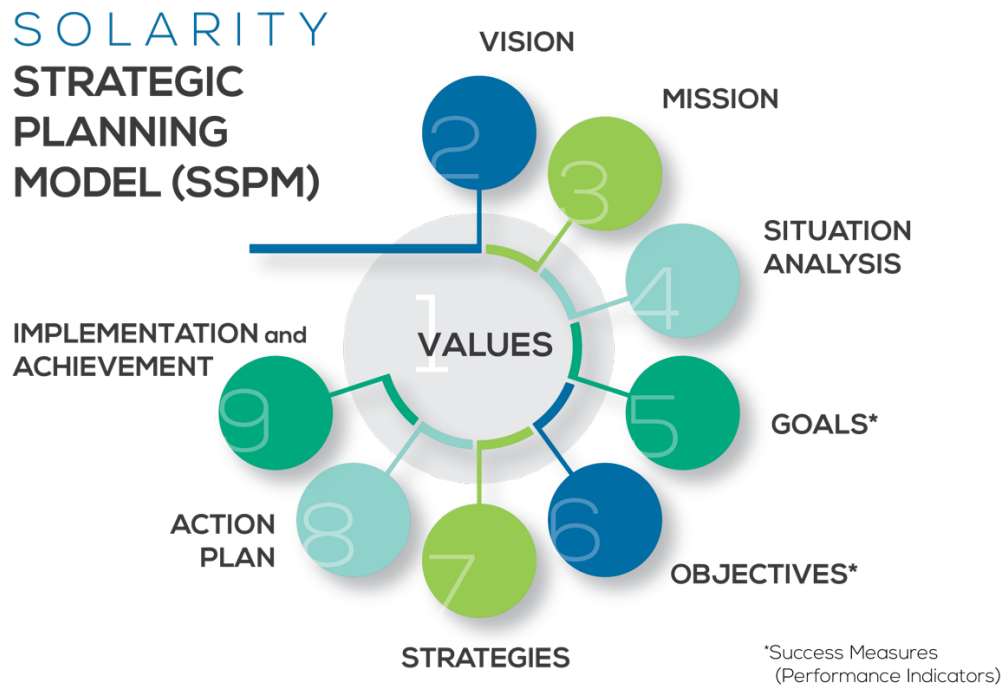
Figure 8. SSPPM Model

Solarity *customizes* this process model based on the specific needs of a customer, which may include additional content or a particular focus of some aspects of the SSPPM. Regardless of the

tailoring involved, the one constant is our discussions with the customer describing how this approach is a process to build vision, unity, and commitment, and not just a document.

Team Approach

Solarity uses a facilitated team approach that includes a full planning team representing a comprehensive cross section of stakeholders and a core team representing a subset of the full planning team. Each team has specific roles in the strategic planning process:

- Full team - assists with the draft of the strategic plan and provides regular review and comment
- Core team - synthesizes and integrates input and feedback from the full team and develops the final plan

This process of two-way communication between the two teams is called "pipelining" and is used throughout the life of the planning process.

Why a Team Approach to Strategic Planning?

The Solarity methodology includes skilled facilitators who use a variety of facilitation techniques that ensure full participation by all team members. These techniques reflect the belief that all input is valued, and every view deserves to be heard.

The Team Approach has the following benefits for developing a strategic change:

- Brings different views to the planning process, which ensures a balanced, cohesive plan
- Encourages expression and evaluation of different viewpoints before they become part of the written plan
- Gains agreement on important issues and builds support for the written plan
- Stimulates constructive conflict and ensures important issues are addressed

Solarity resources have extensive experience across the strategic planning services continuum as well as facilitation services that include:

- Development of strategic planning model process for the Commonwealth's Executive Branch agencies through the EMPOWER KY program
- Development of a strategic planning model for the Commonwealth's information technology business integrated with the Commonwealth's agency program/management strategic plans
- Consulting and facilitation assistance with strategic planning for Commonwealth's state agencies providing statewide services (Commonwealth Office of Technology and Kentucky, Department of Libraries and Archives, and CPE's Kentucky Virtual Library)
- Consulting and facilitation assistance with strategic planning for local/community non-profits (libraries, Girl Scout councils, etc.)

Standards

We hold ourselves to standards that help us produce the most valuable and high-quality result for our customers.

- **Focus on Customer Needs** – We customize our standard strategic planning components to best serve the needs of the client.
- **Inclusiveness** – We work to ensure that all key stakeholders have the opportunity for input on a strategic plan's development to help promote shared commitment to achieving the strategic plan. This also includes providing additional opportunities to solicit input and feedback from stakeholders who are not able to participate in the planning process.

- **Timely and Comprehensive Two-Way Communication** – Use of tools and technique to enable responsive, efficient, and thorough exchange of information and interactions between the sender and receiver of the communication.
- **Consideration for Participants** – We keep in mind the need to honor participants' time commitments and help balance our collective planning activities with their professional and personal environment
- **Facilitation** – We employ effective facilitation techniques that seek to create the most optimal environment possible so that the best ideas of all stakeholders come together and generate the most useful and practical plan possible

IT Governance

Information technology exists to provide value to the organization. Our IT Governance consulting facilitates the conversations and decisions necessary to develop a "right-sized" structure that helps align work being performed with the strategic outcomes desired by the organization. Our inclusive approach—aligned with our strategic planning practice—uses strategic engagement to help the organization develop the roles and responsibilities, decision-making framework (guiding principles), and processes needed to ensure the delivery of value and the management of threats and opportunities. We also help develop metrics to measure both the value and risks associated with Information Technology.

We recognize that IT Governance consists of the overall IT Organization as well as enterprise systems or applications (such as Asset Management, PeopleSoft, RouteWare, or Accela, for example).

Our IT Governance consulting practice includes both approaches. Recent example of our work includes Guiding Principles for IT across the Commonwealth of Kentucky, as well as the development of a governance model for the Commonwealth's Kentucky Enterprise Learning Management System (KELMS), which included the collaboration of over 30 state agencies representatives to develop shared governance for oversight and enterprise level management through a KELMS Governance Committee.

Project, Program, and Portfolio Management

Project Management

Our experienced project managers will partner with you to select, manage, and complete projects successfully.

We assess the situation and appropriately recommend the right amount of process needed to meet the project's goals, and no more. Throughout the course of the project we consistently apply appropriate knowledge, skills, tools, and techniques, guided by situational leadership to ensure success.

We recognize that success means different things to different clients, and we work to ensure we converse with the right people to define how success is measured, and ensure we build the project plan appropriately.

Program Management

Often organizations have several projects in the same area or working towards a common goal. Through the practice of program management, we can reduce conflicts between projects, and coordinate shared resources, increasing the ability to achieve benefits. We will bring our experienced program managers to help coordinate with executives and project managers across several projects.

Portfolio Management
There are always more strategies to be done than time, money, and people to do them. We help you select the initiatives that will give you the most value for your investment. We will help define business drivers and can provide tools to help the process.

Assessments
Assessments of your current environment allow areas of focus to become clearer. Our team will help assess the current state of your people and processes, then identify investment areas that will produce the best results in the shortest time.

Professional Associations
Both Solarity core staff and dedicated subcontractors possess years of experience in project, program, portfolio, and organizational change management, across a variety of industries. Solarity is very involved with the local PMI chapters in both Lexington and Louisville, with several staff members either currently serving or previously serving as board members of the PMI Kentucky Bluegrass Chapter, including both our President and Chief Operating Officer (who were past Presidents).

Organizational Change Management
It's Time Things Changed
Solarity's experience with organizational change management is entrenched within all its practices and core values. Change is at the core of what we do. One of our unique strengths is in our integrated approach to strategic planning, portfolio management, program management, project management and change management. Because change is almost always uncertain, we employ an approach that establishes a strong foundation by:

1. Ensuring people share a common vision
2. The right people are in the right seats to lead significant cultural change in a successful way that is sustainable

Coupled with our expertise in strategic planning, engagement, training design and delivery, and business analysis, we possess the knowledge and skills to implement well-considered, comprehensive solutions, from the inspirational strategic plan down to the smallest task leading toward complete implementation.

Making significant changes requires that people be given the information, understanding, time, and support needed to grow into their new state of being. Our approach recognizes that cultural change initiative being undertaken by LFUCG is not simply a matter of putting a plan on paper, it is planting seeds that will grow and bear fruit over the course of many years.
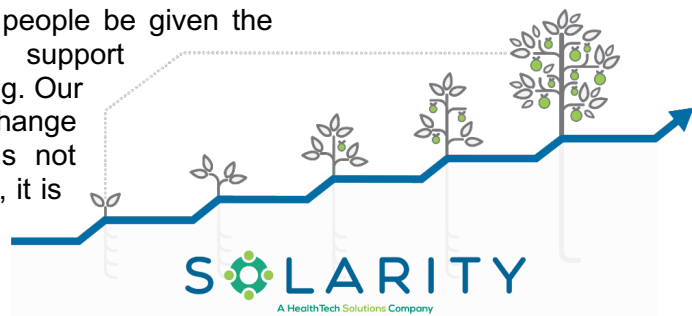
Success or failure?
Any solution can be implemented on time, in budget, and meets the requirements given, yet can still fail if the people who use it don't want it or have the necessary knowledge, ability, or support to use it. Solarity can help you navigate the organizational changes you are facing.

Training

Solarity staff have developed and delivered training to customers and valued partners both nationally and internationally. Our approach is to provide well-crafted training that fits the needs of our customers. Though we can deliver standard courses, we more often customize our delivery to fit the specific outcomes of the organizations to which we deliver training solutions.

Our instructors are all practitioners of the practices covered in our courses, which provides students with current theory balanced with deep experience making these practices work in many real-world environments.

Our courses cover:

- Strategic Change and Engagement
- Portfolio, Program, and Project Management
- Organizational Change Management
- Business Analysis
- IT Service Management
- PMP Certification
- Project Management Toolsets, such as SharePoint and Microsoft Project Server
- Many others…see our website at https://solarity.com/training-courses/course-listing for more of our courses

Cybersecurity Program Staff Augmentation

Beginning in May of 2020 Solarity provided a contract through which experienced security consultants could provide their services to LFUCG. These contract positions work closely with the Deputy CIO to provide monitoring, investigate and root-cause analysis for suspicious and malicious IOCs, SIEM architecture and management, and providing overarching guidance in improving the city's security posture. Our organization has other experienced security staff and a focus of expanding services to support building and maintaining a secure environment.

Capacity to Perform the Work Outlined in the RFP

We have a strong core of full-time employees, several key part-time contractors, and a trusted range of strategic partners with whom we work on particular engagements, all of whom are deeply skilled in their industries and disciplines.

Certifications and Staff Credentials

PMI® Authorized Training Partner (A.T.P.)

Solarity, as a Division of HealthTech, earned the distinction of being a Project Management Institute (PMI)® Authorized Training Partner in 2020. Solarity was a PMI Registered Education Provider (R.E.P.) from 2010-2020, when PMI replaced the R.E.P. program with the A.T.P. program. PMI's Authorized Training Partners are organizations approved by PMI to offer project management training. The A.T.P. designation validates that an organization meets or exceeds PMI's rigorous quality standards and can deliver world-class, effective project management training and education. Solarity has a continued commitment to exceeding PMI's meticulous standards for excellence, completing the most recent renewal as an R.E.P. in 2018. Solarity, as a Division of HealthTech, will deliver any PMI trainings using a certified A.T.P. trainer.

Staff Certifications

Our staff holds many credentials and certifications, including:

- Project Management Professional (PMP)®
- Advanced Prosci® Change Management

- PMI Professional in Business Analysis (PMI-PBA)®
- Certified Lean Six Sigma Black Belt
- Appreciative Inquiry
- Microsoft Certified Trainer (MCT)
- Microsoft Certified Systems Engineer (MCSE)
- IBM Certified Executive Project Manager
- Senior Professional in Human Resources
- CompTIA A+
- CompTIA Network+
- CompTIA Security+
- CompTIA Project+
- Microsoft Certified Technology Specialist
- Lean Systems Certification
- Certified Public Manager
- Certified Strategic Planning Facilitator
- Certified Business Analysis Professional (CBAP®)
- ITIL® Foundation
- Certified Information Systems Security Professional (CISSP)
- GIAC Defending Advanced Threats (GDAT)
- GIAC Certified Detection Analyst (GCDA)
- Certified Incident Handler (EC-Council)
- RSA Certified Systems Engineer (RSA)
- Master ASE – SAN Architect (HP)

Staffing and Skill Levels

Solarity staff and contractors possess a broad range of experience and knowledge in a range of different industries, allowing us to customize our approach to fit each situation. We work in total partnership with our clients to understand their business needs, the current environment, and then match the appropriate resource for each consulting and training engagement.

Staffing Levels and Locations

All Solarity staff, 1099 contractors, and subcontractors located in Kentucky and contiguous states. Personnel that may provide services to the Commonwealth include:

- Solarity full-time staff:
  - Consultants (8)
  - Support Staff (2)
- HealthTech development bench that includes over 30 resources and a total of 140 consultants operating across the United States

Additional resources may be added based upon specific subject matter expertise required by LFUCG.

Staffing Skill Levels

Solarity staff and contractors hold many credentials and certifications to demonstrate experience and skills including, but not limited, to:

- Project Management Professional (PMP)®
- Prosci® Certified Change Practitioner
- Advanced Prosci® Certified Change Management Practitioner
- PMI Professional in Business Analysis (PMI-PBA)®
- Appreciative Inquiry
- Certified Lean Six Sigma Black Belt
- Certified Public Manager
- Certified Strategic Planning Facilitator
- CompTIA A+
- CompTIA Network+
- CompTIA Security+
- CompTIA Project+
- IBM Certified Executive Project Manager
- ITIL® Foundation
- Microsoft Certified Professional
- Microsoft Certified Systems Engineer (MCSE)
- Microsoft Certified Technology Specialist
- Microsoft Certified Trainer (MCT)
- Senior Professional in Human Resources
- Certified Information Systems Security Professional (CISSP)
- GIAC Defending Advanced Threats (GDAT)
- GIAC Certified Detection Analyst (GCDA)
- Certified Incident Handler (EC-Council)
- RSA Certified Systems Engineer (RSA)
- Master ASE – SAN Architect (HP)

Additional resources may be added based upon specific subject matter expertise required by LFUCG. In addition to the resources above provided by the Solarity division, LFCUG may also access the HealthTech bench of resources if required by a task order or project request. This approach provides increased utility to LFCUG.

Solarity Organizational Chart

A key differentiator in our business model is how we are organized as a company. Solarity, as a Division of HealthTech Solutions, is structured as a flat organization. Our corporate reporting structure is illustrated below. In this model, all project/program managers report directly to the CEO and COO which expedites decision making, decreases project overhead, and allows for improved project communication. Our business model is focused on viewing our clients as partners. Utilizing our flat organizational structure, communication is quick and efficient, risk management is proactive, and costs are contained through our just-in-time staffing model.
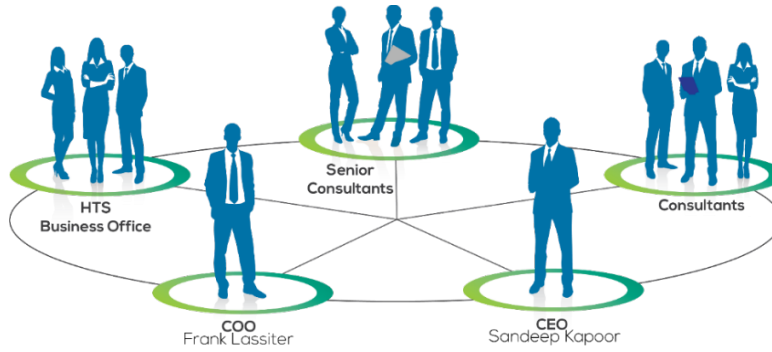
Figure 9. HealthTech's Organizational Structure

For this engagement, we propose the following project organizational structure. Any project issues will be escalated to HealthTech's Executive Leadership following the escalation procedures in the response to **Support Services**
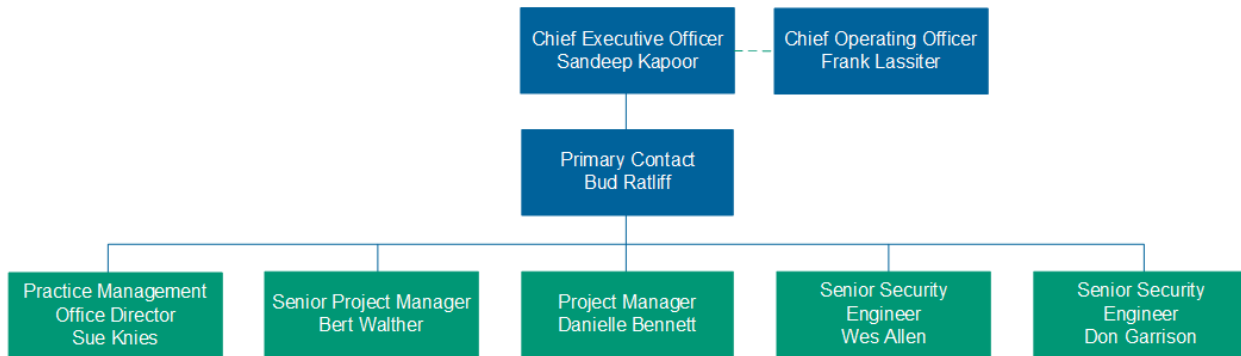
Figure 10. Project Organizational Chart

Additional staff are available to perform tasks as needed for LFUCG under this contract.

Oversight Mechanisms to Ensure Quality

Solarity Client Satisfaction Process

Solarity has developed a Client Satisfaction Process for both our consulting and training practices. For all engagements, Solarity will assign a client relationship manager, which will be the primary contact for the contract, or other appropriate staff members. The relationship manager is responsible for ensuring client satisfaction through commitment to quality and meeting the needs of each client. Mechanisms utilized throughout the client satisfaction process include, but are not limited to:

- Documented project approach and Statements of Work (SOW) to gain client approval
- Regularly scheduled meetings between the project sponsor(s) and relationship manager to ensure satisfaction
- Point of escalation for any issues that occur during the development process
- Solarity internal lessons learned meeting to review opportunities and issues
- Preparation of Project Final Report
- Meeting with project sponsor (client) to review the Final Report, and assess overall Solarity quality of service
- Potential adjustments to our methodology as part of our continuous improvement process

Additional oversight mechanisms are documented in the Service Level Management Plan and Service Level Agreement earlier in this section under Support Services.

Our Values

Solarity staff and practices are centered on our core values, which help us ensure we provide our customers with the highest quality work in the best possible manner, continuously improving our ability to deliver sustainable results over time:

- **Quality** – We are committed to delivering valuable results for the greater good of our customers by using proven practices and highly skilled people.
- **Wellness** – We believe we do our best work when we are spiritually grounded, have healthy relationships with our customers, family, and friends, and practice healthy behaviors.
- **Relationships** – We are committed to building relationships with the community, clients, employees and business partners through honesty, respect, and integrity
- **Continuous Improvement** – We are committed to assessing performance and adapting practices to achieve better results
- **Focus** – We are committed to strategically growing and sustaining our capability to deliver value

All our values are interdependent: Quality comes when we maintain wellness by practicing healthy behaviors, which leads to good relationships that are open and honest. When we hear truth from one another, we can continuously improve, focusing on sustaining what works and addressing areas that do not. That focus leads, in turn, to a higher quality of service for our customers and a better quality of life for ourselves.

Past Record of Performance with LFUCG and other Governmental Agencies

LFUCG Consulting Engagements

Beginning in June 2014, LFUCG selected Solarity to serve in the Office of the Chief Information Officer (CIO), providing project management services for several of the city's enterprise projects under the direct supervision of the CIO. In this capacity, Solarity has managed multiple projects, including:

LEXrev Occupational Tax System

The LEXrev project to replace the city's legacy mainframe system with a modern Occupational Tax system that effects every business and individual working within the Lexington-Fayette County municipal borders. This effort not only involved replacing LFUCG's legacy mainframe system, but also reviewing and improving over 30 business processes which affected 25+ key users. Organizational Change Management was a key component to this project's success.

Active Directory Migration

LFUCG contracted Solarity for project and change management business consulting to help define the Active Directory Migration project, use that information to help select a technical vendor, and then manage the design and implementation of its existing Active Directory to support a higher level of security. The objectives of this project are to provide the right mix of project, change, and business consulting to enable LFUCG to meet its project goals most effectively throughout the lifecycle of the project.

LexBud Budget System Update

LFUCG contracted Solarity for project management and change management business consulting services for the city's Budget System update project. The business consultant will serve to review the implementation vendors' (Metaformers, Inc., Oracle Corp, and Linium, Inc.) contract and project plan, provide management services for LFUCG tasks, create and manage the Change Management Plan, document and manage project risks and issues, and manage all project documentation and artifacts.

GigforLex Gigabit City Project

Utilizing best practices and the appropriate amount of process, the Solarity project manager coordinated the project steering committee, developed a project charter, and established a stakeholder register. Solarity managed RFI development for the city, which proved to be very beneficial to LFUCG's broadband planning, and is a model that could be duplicated in other communities creating cost and resource efficiencies for the Commonwealth.

> " *Solarity has been engaged to facilitate Lexington's GigforLex project for about a year. The project manager's facilitation, documentation and diligent follow-up with our vendor RFI responses has been excellent. Solarity's continued interaction has been critical to keep this project moving.*
>
> Aldona Valicenti, Chief Information Officer "

IT Applications Division Project Management and Support Services

Beginning in December 2015, LFUCG selected Solarity to implement project management standards in the IT Applications division. The IT Applications division provides software development, software support, and database maintenance for programs used within LFUCG. The section also assists in the purchase, deployment, and maintenance of third-party software solutions. Additionally, the Applications sections also includes the Geographic Information Systems (GIS) office, which maintains all geographic data, supports GIS applications, and provides mapping services to LFUCG and the public. Our work in IT Applications is similar to the work we have performed for the Office of the CIO.

Our work began by documenting each of the 40 projects currently in progress in the division and adding 10 additional projects that had no documentation. Using portfolio management techniques, we have prioritized all the projects using Microsoft Project Server Online and created a dashboard for ease of executive reporting.

Initial work has also included:

- Creation of a skills matrix for the division staff for use in resource management
- Implementation of standard forms and templates
- Establishment of regular meeting cadence among staff
- Beginning work for project governance

As with all our client engagements, we have established clear/documented roles and responsibilities, utilized Microsoft Project Online for scheduling and document sharing, and integrated our standard methodology, which includes:

- Strategic Engagement
- Organizational Change Management
- Portfolio, Project, and Program Management
- Project Leadership and Sponsorship

This work has included project management business consulting services for the following major projects:

- **Microsoft Windows 10 Upgrade**: LFUCG contracted with Solarity in the spring of 2016 to provide project business consulting to ensure successful completion of the project by the deadline set by Microsoft. Through this project, 1,604 machines were inventoried and updated by the deadline, resulting in significant license savings of approximately $320,000.
- **Purchase and Implementation of a new Service Desk Ticketing System:** In 2016 we implemented Cherwell, a new ITIL based support desk system. As a part of this effort, we documented and automated key processes to support the approximately 1,600 end users at the city.
- **Identification & Remediation of existing Access Databases in the Enterprise:** Within this program in 2017 we identified and inventoried 2,694 access databases in the organization. By the end of the engagement, we had eliminated 343 databases, established initials plans to modernize or remediate 2,214, identified 28 that needed investment and inventoried 109 for long-term support.
- **Document and Improve the Annual Lease Computer Project:** This project worked directly with the enterprise desktop support team to document and improve the business process associated with the Dell computer lease program. The key benefits of this work were to align the receipt and return of the leased assets and ensure that lease agreements were adjusted to eliminate the risk of penalty payments and a second lease payment required in a single budget year.
- **Facilitate the move of on-premise Exchange to the Microsoft Cloud:** This project in late 2018 and 2019 involved working closely with Microsoft Preferred Partner vendors to clean-up of the AD environment, migrate the Exchange environment including Public Folder and Share Calendars to the cities Microsoft tenant; and upgrade and migrate the SharePoint instance to the Microsoft Cloud
- **Leadership Development, Process Improvement, and Professional Development:** the Solarity team worked directly with the Director of Information Technology and his staff to develop internal processes, facilitate better team dynamics, evaluate the value and cadence of meetings and clarify roles and responsibilities.
- **Implementation of VX Rail Virtual Server environment:** Beginning in late 2019 the decision was made to upgrade the aging WM Ware hardware environment to a new Dell

VX Rail system. This work is ongoing. To date we have inventoried and migrated 272 systems to the new environment, we have decommissioned and deleted approximately 330 servers. In addition, we have implemented the majority of the 50 RecoveryPoint licenses for business continuity and disaster recovery for key systems in the environment.

Each of these efforts supported the objective of the City Urban County Government to:

- Ensure IT Infrastructure is Reliable and Secure
- Improve IT Efficiency and Effectiveness
- Increase Enterprise Security
- Increase System and Solution Standardization
- Increase Process Automation
- Enhance IT Customer Service & Outcomes

PeopleSoft Upgrade Project
LFUCG contracted Solarity as the project management contractor to manage three separate and related projects, which required the integration of the city's technical staff, business stakeholders, and a software and systems vendor. This three-year engagement produced the following successful deliverables:

- Project Management Plans and Working Documents
- Bringing an out of compliance system into support
- Updated underlying infrastructure and ERP middleware
- Diagrams for Finance and Human Capital Management business processes
- Detailed requirements for an ERP upgrade
- Design documents
- Test scripts
- Upgraded ERP system

During the upgrade project, a system failure occurred, which caused LFUCG to decide to also move the on-prem ERP infrastructure to a hosted cloud environment. The city elected to use the vendor's project manager for this sub-project, which produced a delay of approximately six months in the upgrade project. The issue ultimately was that the vendor was new to this work and did not have the experience or staff to complete the work in the time needed.

Information Security Program
During the same period Lexington's city leaders wished to make IT and Security a priority and contracted with Solarity to provide program management business consulting services to manage the various projects and investment needed to modernize the city's information security platform. The effort has provided benefits in:

- Security and Risk Management
- Legacy System Modernization
- Elimination of Technical Debt
- Data Management and Analytics
- Audit and Compliance Activities

Louisville Metro Government

Louisville Metro Government (LMG) contracted Solarity in 2020 to provide project management services for the implementation and adoption of a new Multi-Factor Authentication (MFA) tool. The project involved multiple vendors and departments throughout LMG. Solarity's role was to provide project management services to coordinate between the vendors and various departments within LMG, specifically, Security, Client Services, and Operations. Additionally, Solarity provided coordination for all end-user training and adoption activities.

Project Scope

- Formation and facilitation of LMG internal Core Project Team and SMEs team
- Completion of vendor project readiness checklist include internally required change management activities and documentation
- Facilitation, monitoring and controlling of vendor contract deliverables
- Facilitation of training and technical documentation for internal LMG Okta support team including Security, Client Services, and Operations
- Organizational change management planning and service rollout communication planning

Four Roses Bourbon

Four Roses engaged Solarity beginning in 2019 to provide business consulting, facilitation, and project management services on several projects related to an audit of their business processes. Since 2019, Solarity has led multiple projects for Four Roses, including:

- Project/Program management to implement measurable ROI in its Sales and Marketing departments
- Information Technology audit
- Information Technology consulting and interim IT Management services
- ERP Optimization
- New software solution for Corporate Authority spending authorization
- Liquid Availability project

Four Roses continues to engage with Solarity to provide professional business consulting services on several ongoing projects.

KiZAN Technologies

KIZAN's leadership reached out to Solarity to assist with both short-term staff augmentation to advance projects without assigned PMs, and consulting for the assessment and optimization of their Project Management Office (PMO) on an interim basis.

Solarity provided interim assistance on their projects, while also developing a Project Delivery Framework for their service delivery, including a handbook for the PM-Led and Consultant-Led projects.

City of Georgetown, Kentucky

The City of Georgetown contracted Solarity to deliver Project Management consulting services related to their CityWorks initiative. Solarity would serve as an "Integrator" to assist Georgetown in realizing the benefits available through CityWorks, in collaboration with efforts toward CitySourced, and the 211/311 initiatives.

At project inception, it was anticipated that the work would be done through a series of project "phases". As work progressed however, it was determined that there were interdependencies

between departments that necessitated an additional two (2) departments be added to the scope. These additional departments, Animal Control and Electrical Inspection, were added to the project scope through the Change Control Process.

Project conditions necessitated that the "phased" approach be abandoned, and project scope addressed in its entirety as one project. This required frequent communications and face-to-face interactions with seven (7) different Departmental Directors, their staff, and both, City and County Officials.

Project Accomplishments

- Seven (7) City Departments now are LIVE in the CityWorks System
- Both sides of the CityWorks platform (PLL & AMS) are now functional
- Fifteen (15) City of Georgetown staff have received system training for their positions
- CityWorks Platform has been upgraded to latest version (15.4)
- Crystal Reports created for Building Inspection
- System Gaps resolved for Code Enforcement
- Code Enforcement Officers using the system remotely through Tablets
- City server space has been reallocated to meet future needs.
- "Departmental" email boxes have been created to capture Citizen inquiries
- City/County departmental partnerships have been strengthened.

Kentucky Community and Technical College System (KCTCS)
KCTCS selected Solarity as its partner to provide training and consulting that helped their employees better understand and begin to adapt to a changing world through the notion of "Strategic Change" as it related to nine significant transformational strategies identified in its 2011-2016 Business Plan.

We worked with the Change and Project Management Office (CPMO) to develop and deliver an integrated curriculum and internal training that introduced the concepts and practices of Strategic Change, Portfolio, Program, and Project Management, Organizational Change Management, Business Process Analysis, Coaching, and Sponsorship. We helped develop a methodology combining several integrated disciplines that build the capacity of KCTCS to change more quickly, with more flexible processes, and with greater strategic alignment.

Solarity also worked with this newly chartered the CPMO, President, and Cabinet in modeling a Project Portfolio Prioritization and selection process and reported to several cabinet members on the execution of some transformational projects, along with other executives, mid-level supervisors, and front-line employees (both faculty and staff). We developed standard templates and helped to document an integrated methodology called the KCTCS Way that brought together best practices from:

- Strategic Engagement
- Organizational Change Management
- Portfolio, Project, and Program Management
- Project Leadership and Sponsorship

In support of this methodology, Solarity developed and delivered training on:

- Project Management
- Organizational Change Management
- Introduction to Strategic Change

- Strategic Engagement
- Sponsorship
- Coaching

Solarity also assisted with a Master Trainer engagement to help transition training courses to internal instructors to build internal capacity.

We helped to implement and configure an Enterprise Project Management framework based on the Microsoft Project Server/Project Online environment.

Kentucky Enterprise Learning Management System (KELMS)
The Finance and Administration Cabinet and Kentucky Government Services Center (GSC) selected Solarity to provide assistance with the KELMS initiative, which upgraded a severely outdated learning management system. The goal of KELMS was to establish an enterprise-wide system to administer, track, and report on employee training and development for all 30 Commonwealth executive branch agencies involving over 30,000 Commonwealth employees. KELMS serves to centralize the learning process across the Commonwealth making the management of training information more effective and efficient as well as minimizing inter/intra agency duplication of effort. This project involved the collaboration and coordination of over 400 agency training coordinators as well as the software vendor. This project also the establishment of a Commonwealth standard training nomenclature/ terminology.

Solarity also facilitated the development of a KELMS governance model, which included the collaboration of over 30 state agencies representatives to develop shared governance for KELMS for oversight and enterprise level management through a KELMS Governance Committee.

Commonwealth Office of Technology (COT) Strategic Plans
The Commonwealth Office of Technology (COT) selected Solarity to generate its 2014-2018 Strategic Plan with a cross-functional team from across the entire executive branch. This process generated consensus for the things that COT must do not only internally to improve its efficiency and effectiveness but also what the rest of the enterprise must do, working more closely with COT, to achieve their own internal improvements.

All major IT projects and initiatives in support of the Governor's priorities (affordable health care, economic development, and quality education) adhere to and are supported by the elements outlined in Kentucky's IT strategic plan. Some of these major IT initiatives include: Broadband, IT Infrastructure Initiative (I.3), KY Early Warning System (KEWS), and KentuckyWired Network (KYW).

> *Solarity's team brought years of strategic planning experience. This major effort could not have been accomplished without their knowledge and dedication. All who participated commented that they were as in invested in the success of the project as the Commonwealth participants.*
>
> James M. Fowler, Chief Information Officer

Reference: http://technology.ky.gov/about/Pages/StrategicPlanning.aspx

Our Clients/Industries Served

Solarity and its associates have provided services to both local and global companies and organizations, including many notable Kentucky-based organizations and businesses as well as many other diverse industries:

Industry Served	Client
State Government	Commonwealth of Kentucky Finance and Administration Cabinet Commonwealth Office of Technology Personnel Cabinet Cabinet for Family and Health Services Administrative Office of the Courts Kentucky Communication Network Authority Idaho Division of Purchasing National Association of State Purchasing Offices (NASPO)
Higher Education	University of Kentucky Morehead State University Eastern Kentucky University Sullivan University Kentucky Community & Technical College System (KCTCS) Kentucky Council on Postsecondary Education – Kentucky Virtual Library Association of Independent Kentucky Colleges & Universities (AIKCU)

Industry Served	Client
City/County Government	Lexington Fayette Urban County Government Louisville Metro Government City of Richmond, KY City of Morehead, KY City of Covington, KY City of Georgetown, KY Bluegrass Business Development Partnership Downtown Lexington Corporation
Manufacturing	Four Roses Bourbon Toyota Tempur-Sealy ACL Lexmark Brown-Forman CTS Grote Industries ITW Paslode Kyosan Denso Manufacturing Lexmark Siemens Woodford Reserve Distillery Valvoline
IT/Software	CorrectCare Mirazon Composable Systems ATA Apax Software Business Computer Concepts Computer Training Solutions Fort Knox National Company KiZAN Technologies Koinonia Computing Tenmast Software ACS / Xerox
Healthcare	UK HealthCare Owensboro Health CHI Baptist Health Jessamine Christian Health Care Lexington Clinic Norton Healthcare St. Claire Regional Medical Center
Consulting/Training Groups	Volta, Inc. Asentus Consulting Group Buckhead Management ETI Performance Improvement ExecuTrain Tandem Solution Deloitte

Industry Served	Client
	Health Tech Solutions Keane/NTT Data Lantech Training
Pharmaceutical	Catalent Pharma Solutions MAPI Group
Marketing Agencies	Cre8tive Group
Banking	Forcht Group Republic Bank
Construction	Prestress Services Industries, LLC, Mason and Hanger
National or State Security-related	Kentucky National Guard L-3 Communications Battelle NANA Pacific
Local Libraries	Anderson Public Library Laurel County Public Library Woodford County Library
Non-profits	Quest Oracle Community International Coaching Federation United Way of the Bluegrass Wilderness Road Girl Scout Council

Benefits to LFUCG

- **Experience with and Knowledge of Kentucky Government**: Solarity team members have over 55 combined years of experience working with local and state government at all levels and across multiple agencies. We have successfully led enterprise-wide transformational initiatives, including one that developed an enterprise-wide strategic planning model on which the current Kentucky model and Solarity model are based. Our team members have also worked on statewide information systems' design and implementation involving county government related and local non-profit organizations. These strategic initiatives and experience have increased our awareness and understanding of government and community needs and preferences making Solarity a natural choice for this engagement.

- **Experience with Similar Projects**: Solarity has experience in the engagement of all levels of an organization. We have worked with front line staff, mid-level administrators, executives, and community stakeholders to produce meaningful results. We have also demonstrated experience in performing similar approaches requested in this RFP.

- **Local Presence and Involvement**: Solarity resides in Frankfort, Kentucky. Having worked with LFUCG in the past on multiple engagements, we understand that collaboration is a core value. Our proximity downtown Lexington enables us to collaborate face-to-face, rather than by conference call—without unnecessary travel expenses—and makes it possible for us to provide a level of responsiveness not available from most other companies. A proud member of Kentucky Chamber of Commerce, Commerce Lexington, and the Woodford Chamber of Commerce, and as longtime members of and volunteers within the community, Solarity can help not only to craft solutions, but bring together a range of local resources in the service of this initiative.

Incomplete or Cancelled Projects

Solarity has not participated in any incomplete or cancelled planning projects within the past five (5) years, except for one enterprise IT project with the Commonwealth of Kentucky that lost funding to state budget cuts.

Familiarity with the Details of the Project

Our niche is **"building success by doing the right things the right way for the right reasons."** It is easy to be busy doing things and not accomplish the desired outcome. That is why we always seek to ensure we all have the same vision of what the right things are for us to accomplish, and then bring our collective experience to bear to ensure we are doing them the right way.

Doing things right means generating a shared vision of success, developing an environment in which success is possible, selecting the optimal methodologies and tools, and being strategic about when they are applied.

For this initiative, we recommend an approach which will integrate the relevant components of several different methodologies that allow us to ensure we're doing the right amount of work (not too much OR too little) to produce the right results at the right time. We base our approach on our experience in working with LFUCG, thought leadership, and other techniques we've studied, applied, and adapted for use in other successful engagements.

As we understand it, the outcome of this RFP is to assist LFUCG to support a wide range of technologies, processes, and projects that are both time-sensitive and mission critical. Through our consulting services, Solarity can supplement LFUCG Information Technology staff to potentially provide:

- Technology assessment and implementation services on technologies where we have expertise
- Consulting services in the following areas:
    - Business Analysis
        - Requirements Gathering
        - Process Documentation
        - Needs Assessment
    - Strategic Planning
    - IT Governance
    - Project, Program, and Portfolio Management
    - Organizational Change Management

Degree of Local Employment

Solarity is headquartered in Frankfort, Kentucky. Solarity's staff are all residents of Kentucky, with long-term roots in the Commonwealth. We live and work locally, which reduces overall costs of this engagement for LFUCG and accelerates our ability to begin work and respond to your requests in person, if necessary.

Solarity has been in business for 17 years and has been providing this type of consulting since we were established. We have a strong core of full-time employees, several key long-term subcontractors (1099), and diverse trusted subcontractors with whom we work on engagements who are all deeply skilled in their industries and skillsets.

Additional local resources may be employed or subcontracted by Solarity based upon the needs of LFUCG during the duration of any contract resulting from this RFP. For additional staffing information, please reference Staffing and Skill Levels from earlier in this section.

Cost of Services

Solarity provides the following fee schedule:

Consulting Services	Hourly Rate*
Technical Requirements Gathering (Business Analysis)	$150
IT Strategic Planning	$175
IT Governance	$175
IT Project Management	$150
IT Project Coordination	$125
Jr. Consultant	$125
Administrative Support	$75
Certified Project Management (PMP)	$175
Organizational Change Management	$175
Software Development	$175
Jr. Software Developer	$175
Training	N/A**
Information Security	**Hourly Rate***
Policy Development and Review	$150
Planning and Analysis	$150
Penetration Testing	$150
Vulnerability Testing	$150
Risk Management Assessment	$150

*Hourly rates may be negotiated for individual Statements of Work (SOWs) and vary based upon expertise and level of experience needed for individual projects and resources. We reserve the right to increase hourly rates up to 10% per service year throughout the duration of any awarded contract.

**Training rates are provided at a daily rate for up to 15 participants and vary depending upon the class. Training materials are not included in the daily rate. See Attachment B for details.

Our consulting rates are based upon a price per hour, with a discounted rate provided for this RFP and any resulting contract. Solarity consulting contracts and statements of work are based upon time and materials.

3. Define any additional charges. (e.g. travel expenses)

Engagement-related Expenses

Travel expenses are not applicable for any work performed by resources with their home based within 35 miles of Fayette County. Travel expenses may apply for work performed outside of Fayette County. To review travel expense rates for work performed outside of Fayette County, please see the Cost of Services section.

Expenses that do occur will be billed together with the deliverables by Solarity at exact cost. These may include, but are not limited to travel, airfare, lodging, meals, car rental, required supplies and IRS approved mileage ($0.56/mile) Current IRS approved mileage rates may be found at: http://www.irs.gov/2014-Standard-Mileage-Rates-for-Business,-Medical-and-Moving-Announced

Travel time will be billed at a rate of ½ the selected resources normally billable rate. For instance, if there are 2 hours of travel time, only 1 hour will be billed.

4. Provide a completed copy of Attachment B.

Attachment B

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Attachment B

Attachment B contains a list of services the Lexington-Fayette Urban County Government may need provided. Please use the notes column to identify any information that should be considered during the vendor selection process. Exceptions to billing should be included in the notes, e.g. weekend rate adjustments.

Service		Rate	Notes
Software Development	ASP.NET C# JavaScript Ruby Ruby on Rails C++ HTML5 VB.NET Python Visual Basic 6.0 ESRI ArcGIS ADO 2.X + Web Services Microsoft Access RPG Freeform BCD Presto jQuery	$175	All software development work may be done for the same rate.
Database Design	SQL Server SQL Server Express MySQL ESRI Enterprise Geodatabase	$175	All database development work may be done for the same rate.

Consulting	Disaster Recovery/Bus Continuity Technical Requirements Gathering IT Strategic Planning IT Governance IT Project Management Certified Project Management (PMP) Network Technologies Software Development Jr. Software Developer PeopleSoft HCM (9.2) PeopleSoft FSCM (9.2) ESRI ArcGIS Enterprise Portal Requirements and Design	N/A $150 $175 $175 $150 $175 N/A $175 $125 $175 $175 $175	Consulting rates vary based upon required resource experience and certification level.
Server Application Implementation	Microsoft SharePoint Microsoft Project Server Microsoft SQL Server Microsoft Exchange Microsoft Windows VMware Virtual Center VMware ESX ESRI ArcGIS Enterprise Apache HTTP Web Server	$175	All server application work may be done for the same rate.
Training	Microsoft SharePoint Microsoft Project Server Microsoft SQL Server Visual Studio Team Suite Visual Studio 2008 VMware ESRI ArcGIS (Online, Portal & Pro)		Rates based on a price/day of training for up to 15 participants. Class durations vary by topic, and cost of materials is not included. Materials cost also vary by class. Discount enrollment rate for public classes will be available to LFUCG staff.
Network Support	F5 BigIP Microsoft Active Directory Microsoft Windows VMware	$175	Consulting rates vary based upon required resource experience and certification level.

Information Security	Policy Development and Review Planning and Analysis Penetration Testing Vulnerability Testing Risk Management Assessment Info Security Audit and Compliance Info Security Remediation Info Security End-User Training	$150	All Information Security work may be done for the same rate.
Enterprise DevOps & "Cloud"	Cloud Architecture and Design Code Deployment and Maintenance Enterprise System Administration Version Control Infrastructure as Code (IaC) Platform as a Service (Paas) Software as a Service (SaaS) Infrastructure as a Service (IaaS)	$125 $150 $175	Consulting rates vary based upon required resource experience and certification level.

Company Information

1. Company name and address.

Solaritech, LLC (dba: Solarity) is a Kentucky-based Limited Liability Company (LLC) established in 2003 and headquartered in Frankfort. We are located at 104 Progress Drive, Frankfort, KY 40601.

2. Identify all business partners you have with technology and consulting firms.

Solarity partners with a select number of business partners in order to provide the best level of service to our clients through specific skill sets. We are on a mission to "partner with people and organizations to advance their strategic goals by defining the right work, planning that work, and working the plan," adjusting as necessary until we achieve success.

Our business partners and subcontractors include:

- NIWARD Management Group, LLC (Nancy Ward)
- EPM Strategy
- ACE Consulting
- Reyncon Security
- Mirazon

3. Provide resumes for all individuals being submitted for work under this RFP, along with the following information:
a. location of staff
b. hourly rate of pay
c. travel and living expenses per week
d. indicate if the staff is sub-contracted or an employee

Solarity has identified the following individuals for work on this engagement. We have provided resumes in **Appendix A**. Additional resources may be submitted for individual task orders to meet specialized skill requirements, as needed.

Name	Location	Hourly Rate*	Travel Expenses**	Employment Status
Bud Ratliff	Frankfort, KY	$175.00	0	Employee
Bert Walther	Frankfort, KY	$175.00	0	Employee
Sue Knies	Frankfort, KY	$175.00	0	Employee
Don Garrison	Frankfort, KY	$175.00	0	Employee
Wes Allen	Frankfort, KY	$175.00	0	Employee
Danielle Bennett	Frankfort, KY	$150.00	0	Employee

*Hourly Rate may be adjusted based on type and duration of work required. Certain rates may be adjusted based on certifications obtained. Please see Service Rates for more details.

**Travel expenses are not applicable for any work performed by resources with their homes based within 35 miles of Fayette County. Travel expenses may apply for work performed outside of Fayette County. To review travel expense rates for work outside of Fayette County, please see the Cost of Services section.

4. Number of years your company has been providing technology/consulting services.

Solarity was established in 2003. In our 17 years of operations, we have been providing and improving our professional training and consulting services related to leadership and management, project management, business analysis, change management, information technology, and many other practices. We also have an extensive network of subcontractors who are deeply skilled and experienced in their industries and skillsets—we can draw upon people from across the nation to ensure the best fit for desired client outcomes.

Solarity has an excellent reputation for providing solutions both regionally, nationally, and internationally, and has provided both training and consulting services for government agencies, institutions of higher education, corporations, and organizations of every size, including notable Kentucky-based organizations. We have enjoyed working with our clients in the government sector, which has a unique culture requiring innovative approaches honoring the relationships between staff, administration, and the constituent community. Based on our core competencies of providing best-in-class professional business training and consulting, we will provide effective consulting expertise for LFUCG.

Solarity's passion is to help build value from inspiration to implementation. People and organizations come to Solarity when they desire a high-quality result. It is easy to work hard on things that will not help accomplish the desired outcome. That is why we always seek to clarify the desired outcome first so that we have a shared vision of what the right things are for us to accomplish, and then bring our collective experience to bear to ensure we are doing them the right way.

Our primary business focus is to assist organizations with strategic changes that require the synchronization of people, processes, platforms, and content. We do this using the disciplines of engagement, change management, coaching, project management, and business analysis.

Experience in the Government Sector and Private Industry

We enjoy working with clients across many government sectors, which have unique and varying perspectives and attributes regarding training and skill building. Government entities are encountering significant changes and challenges that put pressure on the organizations to be able to adapt to new environments, opportunities and constraints and we look forward to helping you met those changes and overcome challenges through proactive and meaningful training.

We also have experience working in private industry and can bring together innovative ideas and best practices from different perspectives to help people think beyond their current horizon. As one of our current customers said, "Solarity's representatives are extraordinarily knowledgeable across a broad range of topics. Their experience in varied industries gives them the ability to figuratively speak many languages, learn and adapt quickly, and introduce concepts synthesized across industry practices."

5. Provide two references for IT services work your company has performed over the last year.

The best way for you to learn about the exceptional team that we bring to this engagement to deliver outstanding results is by hearing the reviews from our previous clients. We look forward to the opportunity to help advance Lexington's movement toward its desired results.

1. Chris Seidt
    Director, Office of Civic Innovation and Technology
    Louisville Metro Government
    (502) 574-3537
    Chris.seidt@louisvilleky.gov

2. Brian McBrayer
   Director, Corporate Strategy and Development
   Four Roses Bourbon
   (502) 839-2633
   bmcbrayer@fourrosesbourbon.com

Additional references/testimonials can be found on our website or made available by request.

Appendix A. Resumes

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Bud Ratliff

Bud has over 24 years as an experienced portfolio, program, and project manager of complex Information Technology (IT) projects. He is proficient in productivity tools and processes and works to bring together stakeholders to develop shared vision and goals and build teams to implement changes that help individuals and organizations thrive. He employs the practices, tools, and techniques of training, technology, enterprise project management, change management, business analysis, and organizational development to ensure client success. He has extensive experience with the Kentucky Automated Support and Enforcement System, Kentucky Integrated Daycare System, and Kentucky's The Worker's Information SysTem. Bud is a certified Project Management Professional, certified in Microsoft, IT Project+, and a certified Organizational Change Manager and leads enterprise trainings on these topics and more.

SELECT PROFESSIONAL HISTORY

President and Managing Partner, Solarity   2020-Present

Bud oversees Solarity projects as a Division of HealthTech Solutions, LLC. His project management, leadership, and training experience is used on many projects.

Principal, The Solarity Group   2003-2020

Bud guided the growth and operations of the company, responsible for profit and loss, and hiring and firing of employees and contractors. He was responsible for significant work as a program, project, organizational change, and training manager for many programs and projects, large and small, in technology, manufacturing, beverage, and education verticals. He was the Account Manager and Lead Consultant in the development and execution of an integrated engagement, organizational change management, and project management methodology including use of Microsoft Project Server. He developed and delivered customized project management, change management, and related technology training courses, focused on measurable outcomes for clients and was responsible for implementation, configuration, and management of Microsoft Project Server. He is also the Author of several books and articles related to Microsoft technology.

Bud was the Program Manager for the Kentucky Automated Support and Enforcement System (KASES) which supports the Child Support Enforcement function. He coordinated the team which consisted of Commonwealth staff and vendors to modernize the system. Bud was also the Project Manager for the Kentucky Integrated Daycare System (KIDS) Project. He consolidated six different systems into the Kentucky Integrated Child Care System and reported status to the Executive Steering Committee.

Bud was the Project Manager for The Worker's Information SysTem (TWIST). He managed the Commonwealth of Kentucky's projects related to its automated case management system for the collection of information about children and families being assisted by the Commonwealth and local child welfare agencies. He was the Program Manager for a $5 million Enterprise Resource Planning upgrade for the Lexington-Fayette Urban County Government. He was the Project Manager and Lead Consultant for the Project Management Office Optimization Project for a large Microsoft technology integrator and the Designer and Lead Trainer for a customized project management curriculum for Brown-Forman.

Regional Manager, Koinonia Computing   1996-2003

Bud managed and oversaw the staff of the Lexington region and was the primary consultant and contact for IT services at Toyota Motor Manufacturing. At Toyota, he led several multi-million-dollar projects responsible for delivering services across Toyota's North American manufacturing operations.

EDUCATION AND CERTIFICATIONS

B.A. Asbury University – Wilmore, Kentucky

Project Management Professional: Project Management Institute

EXPERIENCE

24+ years of experiences as a Portfolio, Program, and Project Manager

Former Principal Owner of The Solarity Group

Leads Enterprise Trainings on a Variety of Topics

Extensive Experience with Various Systems in the Commonwealth of Kentucky

CORE COMPETENCIES

- Training Practices, Tools, and Techniques
- Information Technology
- Stakeholder Engagement
- Organizational Change Management
- Project Scheduling
- Team Building
- Requirements Management
- Strategic Planning
- Business Analysis

Information Technology Project+: CompTIA

Microsoft Certified Technical Specialist, Microsoft Certified Trainer, Microsoft Certified Systems Engineer

Change Management and Advanced Change Management: Prosci

Most Valuable Professional on Microsoft Project: Microsoft

Sue Knies

Sue has over 26 years of experience in Program Management. She is a results-oriented Executive Project Manager with expertise in all phases of the project life cycle from initiating and planning through executing, monitoring and controlling, to closing. Consistently deliver solutions that exceed client expectations. She has strong skills in team leadership, communication, business acumen, quality programs, application and process development, systems integration, facilitation, and business process / systems analysis. She is organized, self-motivated, energetic, efficient and dedicated. Sue is a certified Project Management Professional, a PMI Professional in Business Analysis, and a certified Six Sigma Black Belt.

SELECT PROFESSIONAL HISTORY

Director of Practices Management, Executive Project Manager, and Trainer, Solarity   2013-Present

As an Executive Project Manager and PMI Project Management Professional (PMP), Sue performs quality project management for our clients, while consulting and advising based on her extensive experience. Her primary focus is understanding and meeting customer needs. Like all at Solarity, she is committed to building strong teams, continuous improvement, and personal professional development. Sue has deep experience with a variety of software development and system integration projects.

As a Trainer, Sue teaches and mentors students in project management, helping to translate best practices and PMI principles into concepts and approached that students can readily understand and utilize. She practically illustrates key concepts, based on theory, her experience, and connecting to the experience of the student.

As a Certified Six Sigma Black Belt (CSSBB), Sue works with our clients to improve the quality of their business processes by methodically identifying and minimizing causes of defects and promoting positive, stable, and predictable results.

Executive Project Manager, International Business Machines (IBM) Corporation   2007-2013

Performed as Worldwide Client Project Management (CPM) owner in the Systems and Technology Group. CPM is an ongoing process supported by a robust application that enables 5 major cross-divisional IBM teams to collaborate with clients to identify and manage projects, yielding client solutions that drive growth and expand wallet share. Sue instituted an application development process to manage requirements from identification through implementation, enablement, training, and support. She established help desk environment for more than 2,600 active end users managing 17,000 accounts. She proposed and helped establish a project office for our largest user set. Sue liaised with business unit executives to understand missions and objectives and translate to requirements. She managed overall relationship and expense budget with outside vendor. In 2012, CPM supported key clients in programs that resulted in $1.6b in won revenue.

Executive Project Manager, IBM Corporation   2005-2006

Established and managed the Intellectual Project (IP) Project Office, responsible for institutionalizing project management in the Corporate Intellectual Property and Standards Organization. Sue managed 6+ key projects, ensuring executive initiatives were rationalized and projects understood and executed. Project portfolio included 'Operation Phoenix', a critical, cross-divisional project charged with implementing an integrated campaign plan to neutralize undesirable patent speculation behavior and sought to minimize litigation to IBM, estimated at $1.5M per patent per year. She led the design and development of the Sarbanes-Oxley compliant, Technology & Intellectual Patent (T&IP) Assignment Process to support the annual IP income target of $1B.

Executive Project Manager, IBM Corporation   2002-2005

Performed as overall Integration Project Manager in deploying Phase 1 of the integrated Asset Commercialization (AC) initiative for the Global Services AC Global Asset Operations

EXPERIENCE
26+ years of Project Management Experience

Business Analysis

Six Sigma

CORE COMPETENCIES
- Team Leadership
- Communication
- Business Acumen
- Quality Programs
- Application and Process Development
- Systems Integration
- Facilitation
- Business Process/Systems Analysis

Organization. Implementation of this strategy recognized revenue and profit growth from exploiting Intellectual Property on customer services engagements. Sue managed a $1.5M project budget, leading a cross-functional, multinational project team to quality assure project deliverables and to release appropriate deployment communications. She controlled and managed the overall annual expense budget of $13M that resulted in $18M booked asset revenue $44M in signings. She coordinated operational support desk procedures, ensuring currency and applicability. Sue developed an overall measurements package to establish, track, and monitor monthly checkpoints with key stakeholders to ensure a closed loop investment process. She performed as Project Development Team Lead (PDTL) for development, maintenance, and support of the Assets Innovation Web Site. Project managed upgrades to the qualification process, applications, and tools. Managed the help facility.

Senior Project Manager, IBM Corporation   2001-2002

Managed projects in the Global Services Global Intellectual Property and Asset Commercialization organization. Organized, led, and recognized a diverse global team that was successful in implementing a solid level-one-maturity IP protect program, resulting in $650K in royalties (profit) from patent cross- licensing. Sue achieved 1,200 patent disclosures, exceeding target by 36%. She achieved improvements in all key patent pipeline milestones. Sue developed and disseminated education and guidance across the worldwide community.

Senior Project Manager, IBM Corporation   1998-2000

Managed projects in the Global Services Project Management and Integration organization. Integrated projects across towers and geographies in the $1.5 billion IBM Global Account. Sue set common disciplines, process, and tools in place for project management throughout the account. She performed Project Management and Application Owner responsibilities for 3 IBM Global Services applications used for maintaining project baseline information for the IBM Global Account. She reduced costs by migrating key functions to 1 application and preparing and sun setting the other 2. Sue deployed a cost-efficient mechanism for delivering application education to over 1000 employees.

As part of the Global Services Project management Center of Competence, provided proactive project management mentoring to 85 technical professionals responsible for $13M in cost recovery.

Project Manager, IBM Corporation   1995-1997

Managed a team of 15 technical professionals, representing $500K in cost recovery, to design and deliver an automated transaction messaging linkage between two strategic applications. Managed the MSM Worldwide Deployment External Design project, a $1.2 million cost recovery effort with a team of 20 technical professionals.

Project Manager, Atlanta Committee for the Olympic Games (ACOG)   2001-2002

Managed the customization and deployment of the ACOG Application Development Methodology. Provided consultation, education and team building leadership in the methodology, systems and quality assurance support.

EDUCATION AND CERTIFICATIONS

M.S. Indiana State University – Terre Haute, Indiana

B.S. Indiana State University – Terre Haute, Indiana

Project Management Professional (PMP): Project Management Institute

Professional in Business Analysis (PMI-PBA): Project Management Institute

IBM Certified Executive Project Manager

Bert Walther

Bert has had the privilege of working with many highly qualified people in the Central Kentucky business community. With their help he has gained over 20 years of technology and operations experience, including over 10 years of project management expertise. In his various roles and responsibilities, he has fostered organizational development through effective program and personnel management, and worked hard to deliver project and initiatives as designed and anticipated. He has experience planning, developing, and implementing technology solutions in mid-size environments, utilizing resources, and managing staff. He is adept at crisis management, troubleshooting, problem solving, and systems administration.

SELECT PROFESSIONAL HISTORY

Project Manager, Solarity   2016-Present

Bert brings experience in planning, developing, and implementing technology solutions in mid-size environments, utilizing resources, and managing staff. He is adept at crisis management, troubleshooting, problem solving, and systems administration. Bert fosters organizational development through effective change management by preparing for, managing, and reinforcing the change. He analyzes needs, goals, and constraints while managing quality, risk, human resources, and deliverables. He promotes and provides the education, communication, and leadership necessary to achieve "buy-in" by all major stakeholders in order to accomplish needed business process re-engineering. Bert employs the proper program and project management tools and team supervision in order to realize the targeted results while insuring the achievement of "Best Practices" within an organization.

Help Desk Manager, Asbury University   2005-2016

For more than 10 years Bert's primary responsibility was to provide program, project, and personnel management as the Help Desk Manager at Asbury University. During this time, he set the overall direction, policies, standards, and guidelines for the support ecology emphasizing standardization and security. Other responsibilities included: annual institutional technology purchasing; budget control emphasizing cost reduction while improving and expanding services; business process analysis and improvement; development of staff through training, mentoring, team building, communication, and documentation; management of annual projects of upgrading hardware and software for 12 instructional computer labs; project Management for upgrading, integrating, and replacing institutional systems; administration of Help Desk servers and systems.

Technical Recruiter, Manpower Professional   1999-2004

Bert worked as a technical recruiter managing the full life-cycle of the recruiting/sourcing and hiring process for many Central Kentucky companies. During his last year he was promoted to Operational Supervisor. He worked closely with the Regional Manger to clearly define role and performance expectations and cultivate corporate relationships. He also assisted with technical recruiting for the Dayton, Ohio Franchise Office.

EDUCATION AND CERTIFICATIONS

B.A. Asbury College – Wilmore, KY

EXPERIENCE

20+ years in Technology and Operations

10+ years in Project Management

CORE COMPETENCIES

- Project Management
- System Upgrades
- System Migrations/Integrations
- Requirements Definition and Analysis
- Project Scheduling
- Communication and Change Control
- Testing/QA/Rollout/ Support
- Project Governance
- Vendor Management
- Cross-Functional Supervision
- Team Building and Mentoring
- Business and IT Planning

Danielle Bennett

Danielle has over 13 years of experience with Information Technology (IT) including cybersecurity. Her experience includes information security for the healthcare industry. She has had experience in multiple roles including customer service, planned and executed marketing events, project management, and procurement. She serves as Programming Director on the board of the Kentuckiana Chapter of ISACA, an international professional association focused on IT governance. She identifies topics and speakers for monthly member meetings, schedules speakers in rotating locations, and plans the annual social event. She drives attendance and supports the technology community. She also volunteered with the Kentuckiana Chapter of Information Systems Security Association (ISSA) where she secured and managed sponsorships for the annual Infosec Conference.

SELECT PROFESSIONAL HISTORY

Project Manager, Solarity   2020-Present

Danielle facilitates project team meetings and documents and communicates project status and meeting notes. She develops project documentation including project plans and schedules, executes communications planning, and performs community outreach activities.

Senior Associate Field Sales, Crowe LLP   2017-2020

Danielle identified new contacts and new sales opportunities for cybersecurity solutions specifically for the healthcare industry. She facilitated meetings for the healthcare cybersecurity practice leader for core solution offerings and business development. She developed and executed marketing plans and activities including information security educational and networking events. She built on and supported existing relationships with clients and prospects to identify future solutions and opportunities.

Account Manager, SDGblue LLC   2008-2017

Danielle identified and closed approximately 70% of company revenue as part of the account management team. She facilitated client and vendor meetings and supported the technology community. She identified, developed new opportunities, and used her subject matter expertise to identify and respond to Request for Proposals (RFP). She also planned educational events.

As a Professional Services Coordinator, Danielle managed all non-recurring services and implementation projects including resource management, coordinating delivery of products and services, providing incident management, and maintaining client satisfaction and communication. She managed technology vendor contracts and relationships and employee professional certifications She developed documentation for workflow and operations including for help desk management, project implementations, and quality assurance.

For sales, Danielle produced all quotes and purchase orders for the sales department. She supported the entire sales department by providing client-facing communications, managing Customer Relationship Management (CRM) data, building custom reports, and negotiating and tracking all sales. She coordinated, developed, and delivered RFP responses and documentation. She managed all software licensing and supported contracts for clients and internal use. She provided ongoing account management support for key accounts. She developed process documentation and a vendor management program, maintaining requirements for certifications, incentive programs, program benefits, and marketing funds. She performed event planning and execution and developed marketing return on investment reporting.

Regional Inventory Coordinator, Shelter Distribution Co. Inc.   1994-2007

Danielle assisted with inventory conversion between computer systems for three divisions. She instituted new inventory procedures for 23 locations and maintained all product SKUs and pricing for locations in six states. She was responsible for all purchasing, accounts

EXPERIENCE

13+ years of experience with Information Technology

Experience with Information Security in the Healthcare Industry

Programming Director of Kentuckiana Chapter of ISACA

CORE COMPETENCIES

- Customer Service
- Professional Network Development
- Process Development and Documentation
- Account Management
- Project Management
- Procurement
- Event Planning
- Proposal Development
- Contract and Vendor Management
- Governance
- Customer Relationship Management

payable reconciliation and posting, and managing physical inventory. She negotiated pricing and materials and developed relationships with multiple vendors. She provided technical support and delivery coordination.

Commercial Salesclerk, Furrows Building Materials   1989-1994

Danielle was responsible for accounts receivable posting, sales support, and customer service.

Wes Allen

Wes is a highly self-motivated, solution-oriented security architect with over 27 years of experience designing, configuring, and securing networks and client/server infrastructures. He is experienced in leading complex multiphase infrastructure projects. Wes has a strong understanding of security frameworks, attack vectors, and offensive methodologies.

SELECT PROFESSIONAL HISTORY

Senior Security Engineer, Solarity   2020-Present

Wes provides expertise in network and infrastructure security to Solarity clients.

Senior Security Engineer, LFUCG (via pomeroy)   2014-2020

Wes was responsible for identifying potential security vulnerabilities via commercial and open source tools, evaluating exposure/impact, and participating in remediation planning and implementation. He actively searched diverse log sources for indicators of compromise. He deployed, tuned, and maintained Suricata, Bro, Splunk Enterprise, and Nessus Professional. Wes was the Project and Technical Lead on Splunk with Enterprise Security App deployment. He was the Security Lead on Palo Alto NGFW deployment. He developed Enterprise vulnerability and patch management strategies. Wes was the Security Architect for Windows 10 deployment.

Security Architect, Commonwealth of Kentucky (via NTT Data)   2013-2014

Wes identified potential security vulnerabilities, evaluated potential exposure/impact, and participated in remediation planning and implementation. H worked closely with Network Operations, Directory Services, Server Teams, and Desktop Support to improve security and implement new controls and technologies. He tuned and maintained Suricata IDS, HP Tipping Point IPS, Splunk, and QRadar SIEM. Wes used SiLK network flow analysis tools to identify potential malicious traffic, evaluate, and escalate as needed. He completed password audits for multiple Windows domains: built wordlists with OSINT and Cewl; Hashcat to crack hashes; and Python / simple bash scripts to provide reporting and statistical analysis. Wes participated in Incident Response as a team member and coordinator.

Security Analyst, Cautela Labs   2013-2013

Wes monitored Logrhythm SIEM for security events, researched events to determine severity, escalated valid alarms with mitigation information. He maintained internal vulnerability scanning via Saint. He participated in discussions on improving network security monitoring programs for clients.

Network Engineer, Self-Employed   2001-2013

Wes successfully completed various infrastructure projects including core routing, access layer switching, enterprise wireless deployments, Windows 2008R2, Hyper V, Data Protection Manager, ISA and TMG, and SCCM 2007. He designed, implemented, maintained customer network infrastructure, including installation and configuration of servers, routers, switches, firewalls, and wireless controllers. Wes audited security footprint and provided solutions to mitigate vulnerabilities while maintaining resource access.

District Engineer, Montgomery County Schools   2010-2011

Wes migrated physical servers to 2008r2 Hyper V virtual machines using SCVMM. He installed and maintained SCCM 2007 r3 for approximately 1200 workstations and servers. He deployed DPM 2007 for remote backup and disaster recovery. Wes maintained TMG firewall rules and logging.

Residents Engineer, Nortel   2000-2001

Wes was responsible for maintaining and troubleshooting Nortel network products in an enterprise WAN environment. He interfaced between client and Nortel on technical issues and design questions. He tracked Nortel internal bug reports in relation to client's deployed

EXPERIENCE
27+ years in design, configuration, and security of networks and infrastructure

CORE COMPETENCIES
- Multi-phase Infrastructure Projects
- Security Frameworks
- Attack Vectors
- Offensive Methodologies

and planned code versions. Wes represented Nortel at various client planning and project meetings.

Network Engineer, Self-Employed   1996-2000

Wes designed network and server solutions for clients, including new installs and migrations within and across product lines. He installed, patched, and hardened various server NOS based on the design requirements and state standards. He installed and configured hubs, switches and routers based on design requirements and state standards. Wes configured Exchange, MS Proxy, DHCP, DNS, HTTP, FTP, Backup, File services and domain controller services as needed. He transferred knowledge to onsite staff for the day-to-day operations of the newly installed technology.

Network Engineer, Jessamine County Schools   1996-1997

Wes designed and implemented a layer three (IP, IPX, Appletalk) switched fiber WAN for six (6) sites. He migrated from MS Mail to Exchange 4, Exchange 4 to 5 and from 5 to 5.5 as part of state pilot programs. He migrated from Netware 3.12 to 4.11 and implemented NDS.

Network Engineer, Accent Systems   1994-1996

Wes designed and implemented small Netware 3.12 networks. He designed and implemented peer to peer windows for workgroups networks. He trained onsite staff on basic server maintenance and backup procedures.

Field Service Engineer, Advantage Computer Engineering   1991-1994

Wes designed and implemented small multi-vender networks to support prepress and desktop publishing companies. He was a field service engineer for advanced prepress equipment, PC and Apple Macintosh workstations. He trained onsite staff on the operation of various pieces of equipment and software packages.

EDUCATION AND CERTIFICATIONS

Certified Information Systems Security Professional (CISSP): ISC(2)

GIAC GMON

GIAC GCDA

Don Garrison

Don is a security-focused information technology leader with over 24 years of experience. He uses new tools and skills mixed with an exceptional background in infrastructure and business knowhow to deliver superior service. He is well-versed in SIEM Management; IDS, Firewall, and Cloud Security; and Network Security and Disaster Recovery. Don has experience with new product and service launches, as well as providing end-user support.

SELECT PROFESSIONAL HISTORY

Senior Security Engineer, Solarity   2020-Present

Don provides expertise in network and infrastructure security to Solarity clients.

Security Engineer, LFUCG (via pomeroy)   2018-2020

As a Security Engineer, Don provided guidance to improving the city's overall security posture by using new and existing tools, detection mechanisms, and staying up to date with emerging attack vectors and IoCs. Member of the City's Core Security Team. He used Splunk to identify suspicious activity, investigated to determine threats, and collaborated with the appropriate teams to develop and implement corrective steps. He worked with multiple Workgroups including: Threat Hunting, Patch Management, Office365 Migration, Active Directory GPO Redesign, Exec Committee for VxRail Migration Project.

President and Chief Consultant, Topsail Technologies   2018-2018

Topsail Technologies, LLC was a technology consulting firm with a mission to provide high quality networking, consulting, and cyber security services to associations and small and medium businesses. Don was able to meet both professional obligations and achieve a long-time goal of obtaining the CISSP certification to continue his career shift into security.

Director of Technology, AMR Management Services   2006-2018

Don was responsible for all aspects of Information Technology for AMR's multiple locations and 90+ employees. He provided varying levels of IT support for 25 associations; NASCIO, NASPO, and NASCA to name a few. He managed both the Technology Department and Creative Services Staff, which consisted of a 5-person team of Graphic Artists, a Web Designer, and a Software Developer. Additionally, he managed an annual IT budget of $200,000. Don developed procedures and policies governing AMR's IT infrastructure: including business continuity, BYOD and mobile device policy, as well as overall operation procedures for Technology Department. He managed all IT projects including: cloud-based service selection and migration; software development; website redesigns; network infrastructure design and implementation; and workstation and server rollouts. Don was an integral member of Acquisition Team – performed asset evaluation, contract review, inter-office communication. He was a member of Business Development Team – managed technical facets of RFP response process and new client onboarding. Don managed online presence for 25 national Non-Profit clients: Email; DNS; SSL certificates; website availability; Google Analytics. He identified and implemented growth opportunities for existing and new clients. He managed all aspects of IT vendor contracts and leases (e.g., HP Financial, Cisco Capital, Windstream, etc.). Don performed annual PCI DSS Compliancy SAQ and team lead on GDPR compliance. He migrated on-prem services to O365. He also managed Cisco CallManager Upgrade.

Senior Systems Engineer and Shareholder, Accent Systems   2004-2006

Don served as a Pre- and Post-Sales Engineer. He provided outstanding service for customers of varying sizes and budget, including the Commonwealth of Kentucky, Kentucky Department of Education, and small and medium businesses. He completed solution designs including: SAN Storage, LAN/WAN networking, Firewalls design, and Windows Clustering.

Systems Engineer, Accent Systems   1997-2004

Don served as Project Lead for new and existing customers.

EXPERIENCE

24+ years in Information Technology and Security

CORE COMPETENCIES

- Networking/Infrastructure
- Acquisition and Integration
- Project Management
- Multi-Site Support
- End-User Support
- Software Development
- Technology Infrastructure
- Server Management

EDUCATION AND CERTIFICATIONS

B.S. Western Governors University

Certified Information Security Systems Professional: ISC^2

SANS SEC-599 – Defeating Advanced Adversaries – Purple Team Tactics & Kill Chain Defenses (Enrolled Currently)

DerbyCon 9

SANS SEC-555 – SIEM with Tactical Analysis

DebryCon 8

Business Management, University of Kentucky – Lexington, KY

SANS GIAC GDCA

EC-Council Certified Incident Handler

Project+: CompTIA

Network+: CompTIA

ITIL Foundations

Security+ (CompTIA)

RSA Certified Systems Engineer: RSA

MASTER ASE – SAN Architect: HP

CCNA: Cisco

CCDA: Cisco

MCSE: Microsoft

Appendix B. Required Forms and Attachments

Affirmative Action Plan

Affirmative Action Plan

The remainder of this page is intentionally left blank.

It is the policy of HealthTech Solutions, LLC (HTS) to take affirmative action to insure that applicants are employed, without regard to their religion or national origin. Such action includes, but is not limited to the following employment practices: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, termination, rates of pay or other forms of compensation and selection for training.

Affirmative Action Federal Executive Order 11246

The Civil Rights Act of 1964, 42 U.S.C. 2000(e) prohibits discrimination in employment on the basis of race, color, religion, sex, sexual orientation, gender identity or national origin. In order to carry out this national policy, the President of the United States directed by Executive Order 11246, and amended by Executive Order 11375, that all federal agencies should place an "affirmative action clause" in every contract in excess of $50,000. Anyone entering a contract with the United States, even if not otherwise obligated by law, must agree to comply with the substance of the Civil Rights Act of 1964.

Although HTS does employ more than 50 employees, HTS does not currently fall within the mandate of Executive Order 11246 because it does not receive more than $50,000 annually from Federal Contracts.

HTS in good faith affirms the components of this affirmative action plan are as required in Executive Order 11246 and as detailed in the implementing regulations, 41 CFR Chapter 60 by the Department of Labor Office of Federal Contract Compliance Programs.

Dissemination of the Equal Opportunity Policy
Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.13(b)

HTS maintains a written policy explaining the obligation to provide equal employment opportunity without regard to religion or national origin and is communicated to all employees via employee handbooks, policy statement and the Affirmative Action Program.

Employees are informed at least annually of FCI's commitment to equal employment opportunity for all persons, without regard to religion or national origin. Communication to HTS employees is made via employee handbooks, and posted Affirmative Action Program policy statements.

External Dissemination

HTS communicates to prospective employees in all employment advertisements that it is an Equal Opportunity Employer.

Organizational Profile

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.11

```
                    ┌─────────────────────┐
                    │    Administrators    │
                    │      Total:2         │
                    │      CEO AM          │
                    │      COO WM          │
                    └─────────────────────┘
          ┌───────────────┼───────────────┐
┌─────────────────┐ ┌─────────────────┐ ┌─────────────────────┐
│ Office/Clerical │ │  Professionals  │ │ Service/Maintenance │
│                 │ │   Total: 138    │ │                     │
│    Total:5      │ │                 │ │      Total:2        │
│                 │ │ 80WF 36WM 8AF 5AM│ │                    │
│     5WF         │ │                 │ │     1WF 1WM         │
│                 │ │  3HF 5HM 3BF    │ │                     │
└─────────────────┘ └─────────────────┘ └─────────────────────┘
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WORKFORCE ANALYSIS FORM

Name of Organization: **HealthTech Solutions, LLC**

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African-American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators	2	1								1						2	
Professionals	138	36	74	5	3		3			5	8			2	2	48	90
Superintendents																	
Supervisors																	
Foremen																	
Technicians																	
Protective Service																	
Para-Professionals																	
Office/Clerical	5		5														5
Skilled Craft																	
Service/Maintenance	2	1	1													1	1
Total:	147	39	80	5	3		3			6	8			2	2	51	96

Prepared by: Mackenzie Brown, HTS Business Office   **Date: 03/29/2021**

Revised 2015-Dec-15

Job Group Analysis Form

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.12

Job Titles	Job Group Name	EEO-1 Category
Chief Executive Officer Chief Operations Officer	1	Officials & Managers
Consultant Junior Consultant Senior Consultant	2	Professionals
Executive Assistant	3	Office/Clerical
Technicians	4	Service/Maintenance

Utilization Analysis: Placement of Incumbents in Job Groups

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.13

Job Group	Total # of Incumbents	# of Females	Female Incumbency %	# of Minorities	Minority Incumbency %
1	2	0	0%	1	50%
2	64	43	67.2%	12	18.8%
3	4	4	100%	0	0%
4	1	0	0%	0	0%

Utilization Analysis: Determining Availability

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.14

Job Group 1	Raw Statistics		Value Weight	Weighted Statistics		Source	Reason
	Minority	Female		Minority	Female		
Percentage of minorities or women with requisite skills in the reasonable recruitment area	21.6%	43.9%	10%	2.16%	4.39%	2010 Census Data (EEO-CIT05R)	
Percentage of minorities or women among those promotable, transferable, and trainable within the HTS organization.	50%	0%	90%	45%	0%		
Totals			100%	47.16%	4.39%		

Utilization Analysis: Determining Availability

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.14

Job Group 2	Raw Statistics		Value Weight	Weighted Statistics		Source	Reason
	Minority	Female		Minority	Female		
Percentage of minorities or women with requisite skills in the reasonable recruitment area	22.6%	54.7%	10%	10.0%	2.26%	2010 Census Data (EEO-CIT05R)	
Percentage of minorities or women among those promotable, transferable, and trainable within the HTS organization.	18.8%	67.2%	90%	16.92%	60.48%		
Totals			100%	26.92%	62.74%		

2

Utilization Analysis: Determining Availability

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.14

Job Group 3	Raw Statistics		Value Weight	Weighted Statistics		Source	Reason
	Minority	Female		Minority	Female		
Percentage of minorities or women with requisite skills in the reasonable recruitment area	27.8%	75.3%	10.0%	2.78%	7.53%	2010 Census Data (EEO-CIT05R)	
Percentage of minorities or women among those promotable, transferable, and trainable within the HTS organization.	0%	100%	90.0%	0.00%	90.00%		
Totals			100%	2.78%	97.53%		

Utilization Analysis: Determining Availability

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.14

Job Group 4	Raw Statistics		Value Weight	Weighted Statistics		Source	Reason
	Minority	Female		Minority	Female		
Percentage of minorities or women with requisite skills in the reasonable recruitment area	27.9%	63.2%	10.0%	2.79%	6.32%	2010 Census Data (EEO-CIT05R)	
Percentage of minorities or women among those promotable, transferable, and trainable within the HTS organization.	0%	0%	90.0%	0.00%	0.00%		
Totals			100%	2.79%	6.32%		

Utilization Analysis: Comparing Incumbency to Availability and Establishing Placement Goals

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.15

Job Group	Female Incumbency %	Female Availability %	Establish Goal?	Goal for Females	Minority Incumbency %	Minority Availability %	Establish Goal?	Goal For Minorities
1	0%	43.9%	Yes	43.9%	50%	21.6%	No	-
2	67.2%	54.7%	No	-	18.8%	22.6%	Yes	22.6%
3	100%	75.3%	No	-	0%	27.8%	Yes	27.8%
4	0%	63.2%	Yes	63.2%	0%	27.9%	Yes	27.9%

The 80% rule of thumb was followed in declaring underutilization and establishing goals when the actual employment of minorities or females is less than 80% of their availability.

4

Designation of Responsibility for Implementation

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.17(a)

The Business Office has the responsibility for designing and ensuring the effective implementation of the HTS Affirmative Action Program (AAP). These responsibilities include, but are not limited to, the following:

1) Developing Equal Employment Opportunity (EEO) policy statements, affirmative action programs and internal and external communication procedures;
2) Assisting in the identification of AAP/EEO problem areas;
3) Assisting management in arriving at effective solutions to AAP/EEO problems;
4) Designing and implementing an internal review and reporting system that:
    a. Measures the effectiveness of HTS's program;
    b. Determines the degree to which AAP goals and objectives are met; and
    c. Identifies the need for remedial action;
5) Keeping HTS's General Manager informed of equal opportunity progress and reporting potential problem areas within the company through quarterly reports;
6) Reviewing the company's AAP for qualified minorities and women with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
7) Reviewing the contents of the company's compliance information to ensure up-to-date posting; and
8) Serving as liaison between HTS and enforcement agencies.

Responsibilities of Managers:
1) It is the responsibility of all managerial staff to implement HTS's AAP. These responsibilities include, but are not limited to:
2) Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary;
3) Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
4) Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

5

Identification of Problem Areas

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.17(b)

Area	Corrective Action
Underutilization of minorities in Job Groups 2-4 where external hiring opportunities occurred. Concern regarding low minority applicant flow rate resulting from inadequate recruitment for the job groups.	Notify management and professional recruitment sources, in writing, of HTS's interest in attracting qualified minorities and women to apply for job openings. Expand HTS's recruitment program to colleges and universities with a significant percentage of minority and female students.
Underutilization of Females in Job Groups 1 and 4 where external hiring opportunities occurred. Concern regarding low female applicant flow rate resulting from inadequate recruitment for the job groups.	

6

Action-Oriented Programs
Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.17(c)

HTS institutes action programs to eliminate identified problem areas and to help achieve specific affirmative action goals. These programs include:
- Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
- Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
- Evaluating the total selection process to ensure freedom from bias through:
    - Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
    - Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
    - Training personnel and management staff on proper interview techniques; and
    - Training in EEO for management and supervisory staff.

Using techniques to improve recruitment and increase the flow of minority and female applicants. HTS presently undertakes the following actions:
- Include the phrase "Equal Opportunity/Affirmative Action Employer" in all printed employment advertisements;
- Encourage all employees to refer qualified applicants;
- Actively recruit at colleges and universities for qualified minority or female applicants; and
- Ensuring that all employees are given equal opportunity for promotion.

Internal Review and Reporting System
Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.17(d)

The HTS Business Office has the responsibility for developing and preparing the formal documents of the AAP. The Business Office is responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each manager. HTS's review and reporting system is designed to:
- Measure the effectiveness of the AAP/EEO program;
- Document personnel activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which FCI's AAP goals and objectives have been obtained.

The following personnel activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, sex, sexual orientation, gender identity, religion, or national origin:
- Recruitment, advertising, and job application procedures;
- Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions, and seniority lists;
- Sick leave, leaves or absence, or any other leave;
- Training, apprenticeships, attendance at professional meetings and conferences; and
- Any other term, condition, or privilege of employment.

The following documents are maintained as a component of the HTS internal review process:
- An applicant flow log showing the name, race, sex, date of application, job title, interview status and the action taken for all individuals applying for job opportunities;
- Summary data of hires, promotions, resignations, and terminations by job group and by sex and minority group identification;
- Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position;
- Maintenance of employment applications (not to exceed one year); and
- Records pertaining to the HTS compensation program.

HTS's review system includes a quarterly report documenting HTS's efforts to achieve its EEO/AAP responsibilities. Managers are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. During quarterly reporting, the following occurs:
- The Business Office will discuss any problems relating to significant rejection ratios, EEO charges, etc., with Management; and
- The Business Office will report the status of the HTS AAP goals and objectives to Management. The Business Office will recommend remedial actions for the effective implementation of the AAP.

8

Current Work Force Analysis Form

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WORKFORCE ANALYSIS FORM

Name of Organization: HealthTech Solutions, LLC

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African-American (Not Hispanic or Latino		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino		Asian (Not Hispanic or Latino		American Indian or Alaskan Native (not Hispanic or Latino		Two or more races (Not Hispanic or Latino		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators	2	1		0	0	0	0	0	0	1	0	0	0	0	0	2	0
Professionals	138	36	74	5	3	0	3	0	0	5	8	0	0	2	2	48	90
Superintendents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supervisors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Foremen	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Para-Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	5
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Total:	147	39	80	5	3	0	3	0	0	6	8	0	0	2	2	51	96

Prepared by: Mackenzie Brown, Human Resources Administrator **Date:** 03 / 29 / 2021

(Name and Title) *Revised 2015-Dec-15*

Affidavit

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AFFIDAVIT

Comes the Affiant, _Franklin T. Lassiter_ , and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is _Franklin T. Lassiter_ and he/she is the individual submitting the proposal or is the authorized representative of_Solaritech, LLC (dba Solarity)_ , the entity submitting the proposal (hereinafter referred to as "Proposer").

2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.

3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.

5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.

6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

STATE OF Kentucky

COUNTY OF Franklin

The foregoing instrument was subscribed, sworn to and acknowledged before me by Franklin T. Lassiter on this the 29th day of March, 2021.

My Commission expires: 01-03-2025

My Commission #: KYNP19102

Anna Dunn
NOTARY PUBLIC, STATE AT LARGE

Equal Opportunity Agreement

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EQUAL OPPORTUNITY AGREEMENT

<u>The Law</u>

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.

- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.

- Section 503 of the Rehabilitation Act of 1973 states:

    The Contractor will not discriminate against any employee or applicant for employment
    because of physical or mental disability.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.

- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

    The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

****

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

<u>Bidders</u>

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.

~~Srunkl T. Pil~~	Solaritech, LLC (dba Solarity)
Signature	*Name of Business*

Page **10** of 44

LFUCG MWDBE Participation Form

Solarity has included multiple MWDBE/Veteran-designated firms on the proposal and quotation to LFUCG. Because of the structure of the contract, Solarity is unable to provide total commitment of contract values to disadvantaged organizations at the time of proposal submission. If awarded the contract, Solarity commits to meet the required thresholds as allowable by resources available for Task Orders and Scopes of Work at the time of their release. All firms listed in the proposal as subcontractors have been contacted prior to submission of the RFP response.

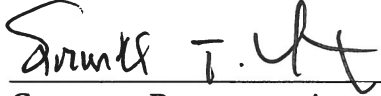The remainder of this page is intentionally left blank.

The MWDBE subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately.

MWDBE Company, Name, Address, Phone, Email	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. Reyncon Security 5333 Village Crossing Hilliard, OH 43026 (614) 286-2408 cmatthews@reynconsecurity.com	TBD per Task Order**	TBD per Task Order**	10% (WBE)
2. Nlward Management Co. 2333 Woodfield Circle Lexington, KY 40515 (859) 396-9568 niwardgroup@aol.com	TBD per Task Order**	TBD per Task Order**	10% (WBE)
3. ACE Consulting 608 Keene Centre Dr., Nicholasville, KY 40536 (859) 305-0895 bellis@ace-consulting.net	TBD per Task Order**	TBD per Task Order**	3% (Veteran-owned)
4.	** Solarity has included multiple MWDBE/Veteran-designated firms on the proposal and quotation to LFUCG. Because of the structure of the contract, Solarity is unable to provide total commitment of contract values to disadvantaged organizations at the time of proposal submission. If awarded the contract, Solarity commits to meet the required thresholds as allowable by resources available for Task Orders and Scopes of Work at the time of their release. All firms listed in the proposal as subcontractors have been contacted prior to submission of the RFP response.		

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Solaritech, LLC (dba Solarity)	_[signature]_
Company	**Company Representative**
03/25/2021	Chief Operating Officer
Date	**Title**

Page **20** of 44

General Provisions

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GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

    The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.

3. Addenda: All addenda, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.

4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.

5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.

6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".

7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.

8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,

10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.

11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.

12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

   A. Termination for Cause

   (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties

   (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include

a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.

(3)   A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:

    (a)   Failure to perform the contract according to its terms, conditions and specifications;

    (b)   Failure to make delivery within the time specified or according to a delivery schedule fixed by the contract;

    (c)   Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;

    (d)   Failure to diligently advance the work under a contract for construction services;

    (e)   The filing of a bankruptcy petition by or against the contractor; or

    (f)   Actions that endanger the health, safely or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13.   Assignment of Contract: The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.

14.   No Waiver: No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any
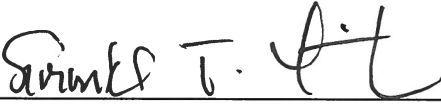
right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.

15. Authority to do Business: The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must be signed by a duly authorized officer, agent or employee of the Respondent.

16. Governing Law: This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.

17. Ability to Meet Obligations: Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.

18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.

19. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion,

to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.

20. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.

_____
Signature

03/25/2021
_____
Date

Insurance Coverage

The remainder of this page is intentionally left blank.

ACORD™   # CERTIFICATE OF LIABILITY INSURANCE

	DATE (MM/DD/YYYY)
	3/26/2021

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

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

PRODUCER	CONTACT NAME:		
McGriff Insurance Services 200 W Vine Street, Suite 300 Lexington, KY 40507 859 224-8899	PHONE (A/C, No, Ext): 859 224-8899		FAX (A/C, No): 8666432260
	E-MAIL ADDRESS:		
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Continental Casualty Company		20443
INSURED	INSURER B : AXIS Insurance Company		37273
Solaritech, LLC dba Solarity 2030 Hoover Blvd Frankfort, KY 40601	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			CNP6074663601	05/14/2020	05/14/2021	EACH OCCURRENCE	$2,000,000
	☐ CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
	X PD Ded:2,500						MED EXP (Any one person)	$15,000
							PERSONAL & ADV INJURY	$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$4,000,000
	☐ POLICY ☐ PROJECT ☐ LOC						PRODUCTS - COMP/OP AGG	$4,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			BUA6081010745	05/14/2020	05/14/2021	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			CUP6074671469	05/14/2020	05/14/2021	EACH OCCURRENCE	$10,000,000
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$10,000,000
	☐ DED X RETENTION $10000							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N	N/A					☐ PER STATUTE ☐ OTHER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐						E.L. EACH ACCIDENT	$
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$
B	Cyber & Professional Liab			P00100034898301	05/14/2020	05/14/2021	***See Limits Below	

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

***Cyber & Professional Liability
Policy Number-P00100034898301
Maximum Single Limit of Insurance - $5,000,000
(See Attached Descriptions)

CERTIFICATE HOLDER	CANCELLATION
Lexington Fayette Urban County Government 200 East Main Street Lexington, KY 40507	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE *[signature]* Neil B

DESCRIPTIONS (Continued from Page 1)

Maximum Policy Aggregate Limit of Insurance - $5,000,000
$25,000 Retention Each Claim
Professional Services Liability
Contingent Bodily Injury and Property Damage
Limit #1: 100,000 Ded.#1: $25,000.00

CERTIFICATE OF LIABILITY INSURANCE

ACORD®

DATE (MM/DD/YYYY)
01/19/2021

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

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

PRODUCER	CONTACT NAME:	
PAYCHEX INS AGENCY INC 150 SAWGRASS DR ROCHESTER, NY 14620	PHONE (A/C, No, Ext): (877) 362-6785	FAX (A/C, No): (888) 872-8921
	E-MAIL ADDRESS: paychex@travelers.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : THE STANDARD FIRE INSURANCE COMPANY	
INSURED HEALTHTECH SOLUTIONS LLC SOLARITECH, LLC 2030 HOOVER BLVD FRANKFORT, KY 40601	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

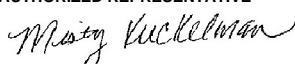## COVERAGES   CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PROJECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
							GENERAL AGGREGATE	
							PRODUCTS - COMP/OP AGG	
								$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY							COMBINED SINGLE LIMIT (Ea accident)	
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
								$
	☐ **UMBRELLA LIAB** ☐ OCCUR ☐ **EXCESS LIAB** ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $							EACH OCCURRENCE	
							AGGREGATE	
								$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y/N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		UB-1N242756-20-42	12/31/2020	12/31/2021	☒ PER STATUTE ☐ OTHER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000

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

CERTIFICATE HOLDER	CANCELLATION
HEALTHTECH SOLUTIONS LLC SOLARITECH, LLC 2030 HOOVER BLVD FRANKFORT, KY 40601	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE *Misty Kuckelman*

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