



12-Z River Hill Road  
Louisville, KY 40207  
502-897-5195

Mr. Todd Slatin - Purchasing Director  
Lexington-Fayette Urban County Government  
Room 338, Government Center  
200 East Main Street  
Lexington, KY 40507

April 22, 2016

Dear Mr. Slatin:

Attached please find our response to RFP #13-2016 Information Technology Consulting and Technical Services. This RFP requests a very broad set of consulting and technical services. Leverage Partners primarily offers consulting services. In order to meet the LFUCG's needs and offer a broader array of technical services, Leverage Partners partnered with a Woman Owned Business, a Veteran Owned Business and a firm with deep technical skills.

We look forward to working with the Lexington-Fayette Urban County Government (LFUCG) on this important program. Due to the nature of this effort, the specific projects that will be awarded under this RFP are not currently known. We are flexible and welcome your feedback. If it will better serve your needs, we are prepared to tailor our approach for specific projects.

If you have any questions or need any clarifications, please do not hesitate to contact me.

Attached to this cover letter, please find:

- Affidavit Notarized
- Equal Opportunity Agreement signed
- LFUCG MWDBE Participation form signed
- General Provisions signed
- Certificate of Insurance
- Attachments A and B
- Bios of proposed staff

Sincerely,

Herbert W. Perkins III  
Managing Partner



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## **Background – the need**

The LFUCG needs to maintain a highly reliable IT Infrastructure to support the government. As with virtually every organization, LFUCG has a long list of projects the government would like to undertake to provide increased support to the citizens. The vast majority of these require information technology to be successful.

The LFUCG wishes to be able to prequalify vendors who can respond quickly when internal resources are not available or if specialized skills are needed.

## **Program Objectives**

The overall mission of the program is to assist in managing Information Technology within the LFUCG. Specifically, the LFUCG would like help with IT strategic planning, IT process design, IT governance, disaster recovery planning, business continuity, IT project management, requirements gathering, IT administrative training, Network (or other parts of IT) capacity planning, or other issues that might arise. Specific objectives will be defined for each specific project.

## **Program Scope**

Projects may support any part of LFUCG government including Finance, Waste Management, Code Enforcement, Public Safety, etc. These projects may be included in the IT Strategic Plan or may be proposed as new needs arise. All interviews, workshops, and presentations will take place in the government offices in Lexington, KY. It is possible but unlikely that we will need to travel to other cities or counties.

## **Assumptions**

During the course of the effort, we assume:

- We will have committed participation from the Lexington-Fayette Urban County Government staff as outlined in the staffing section of this document
- Lexington-Fayette Urban County Government executives will be available to make decisions in a timely manner.
- The project team will have ready access to key stakeholders for interviews, reviews, meetings, and decision-making.
- The LFUCG will provide office space for the consulting team as needed, including access to printers, copiers, the LAN, and other normal office equipment and support.

## **Leverage Partners Information**

Founded in 2001, Leverage Partners offers

### **Independent advice to help organizations solve their IT challenges.**

We are a boutique consulting firm with approximately fifteen senior experienced professionals, all with over twenty-five years of relevant experience. Our consultants have been:

- CIOs in Fortune 500 companies
- Partners in major consulting firms

Washington, DC

Leverage Partners, Inc.

Louisville, KY

[www.LeveragePartners.com](http://www.LeveragePartners.com)



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- Executives in major outsourcing firms
- Heads of Research for major research firms
- Business and Computer Science Academics

Typically our clients retain us when they:

- **Face severe cost pressure.** Many of our clients need to become more efficient. They need to reduce costs intelligently rather than reducing budgets arbitrarily by cutting across the board.
- **Contemplate a major IT investment.** These clients need to make sure the benefits of the investment are clearly stated before the project starts. In addition, they want to make sure the project plan is realistic.
- **Need an IT strategy.** When clients find that IT support is not aligned with organizational priorities, we help them refocus IT on the projects that matter most.
- **Want an IT review.** When criticism of IT increases, some organizations commission an objective review of IT. Typically they want to know if they are receiving a good return on their IT investment.
- **Consider outsourcing.** Many organizations want to determine which functions should be outsourced and which retained. Finally they want to know if they can save money by sending those functions off shore. Finally they want to learn how to manage their outsourcer

Our consulting approach is flexible.

- **We offer different approaches in different clients.** Many clients want “boots on the ground” hands on data collection and analysis. By contrast some clients want to avoid the detailed analysis and receive “arm chair” advice based on years of experience.
- **Client involvement is critical, not unwelcome.** We prefer client participation in projects. Otherwise, the consultant, not the client, owns the results when the consultant leaves. We try to train client project team members in our approaches and methodologies.
- **We are flexible and respect your culture.** We understand that cultural norms vary widely and attempt to understand and respect them.
- **We believe that a management framework provides consistency.** Our comprehensive IT management framework enables comparisons both within the industry and across industries.
- **The methodology as a starting place.** We solve client’s problem and only use relevant pieces of our methodology as necessary.
- **Recommendations must be practical.** We believe that recommendations that sound good but cannot be implemented are useless. We strive to offer recommendations that the client can implement in a reasonable time.

We are a Kentucky firm with our primary business address at:

Leverage Partners, Inc.  
12-Z River Hill Road  
Louisville, KY 40207

(502) 897-5195

Washington, DC

Leverage Partners, Inc.

Louisville, KY

[www.LeveragePartners.com](http://www.LeveragePartners.com)



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The following people have agreed to be references for Leverage Partners:

Ms. Anita Adams  
Chief Financial Officer  
American Blue Ribbon Holdings  
3038 Sidco Drive  
Nashville, TN 37204  
Anita.Adams@abrholdings.com  
(615) 782-6923 - executive assistant Nancy Beydler (615) 782-8826

Ms. Ina Kamenz  
Senior Vice President and Chief Information Officer (retired)  
Eli Lilly and Company  
7350 Hull Road  
Zionsville, IN 46077  
[ikamenz@bellsouth.net](mailto:ikamenz@bellsouth.net)  
Mobile (561) 789-1006

Mr. Carl Wilson  
Executive Vice President & CIO (retired)  
Marriott International  
[CarlFWilson@Aol.com](mailto:CarlFWilson@Aol.com)  
Mobile (678) 336-9833

In addition, Leverage Partners has consulted to a variety of people within the LFUCG Administration. Although they have not been asked to serve as formal reference, please feel free to consult them about our performance.

In order to provide a wider range of service to the LFUCG, we have partnered with three companies:

<b>Company</b>	<b>Address</b>	<b>Business focus</b>
Performance Horizons	PO Box 36432 Towson, MD 21286 (443)414-7059	Performance Horizons is a Woman Owned Business offering: <ul style="list-style-type: none"><li>• IT Strategic Planning</li><li>• IT Governance</li><li>• Organization Change Management</li></ul>
Kotula Development Plus	15274 Legend Oaks Court Ft. Mill, SC 29707 (406) 546-6980	Kotula is a Veteran Owned Business offering: <ul style="list-style-type: none"><li>• IT Strategic Planning</li><li>• IT Governance</li><li>• Organization Change Management</li></ul>
TDM, Inc	7608 Highway 146, Suite 300 PeWee Valley, KY 40056 502.238.1090 <a href="http://www.tdm.cc">www.tdm.cc</a>	TDM offers a very broad range of technical staff who offer data base design, network specialist, software development, security assessments, etc.



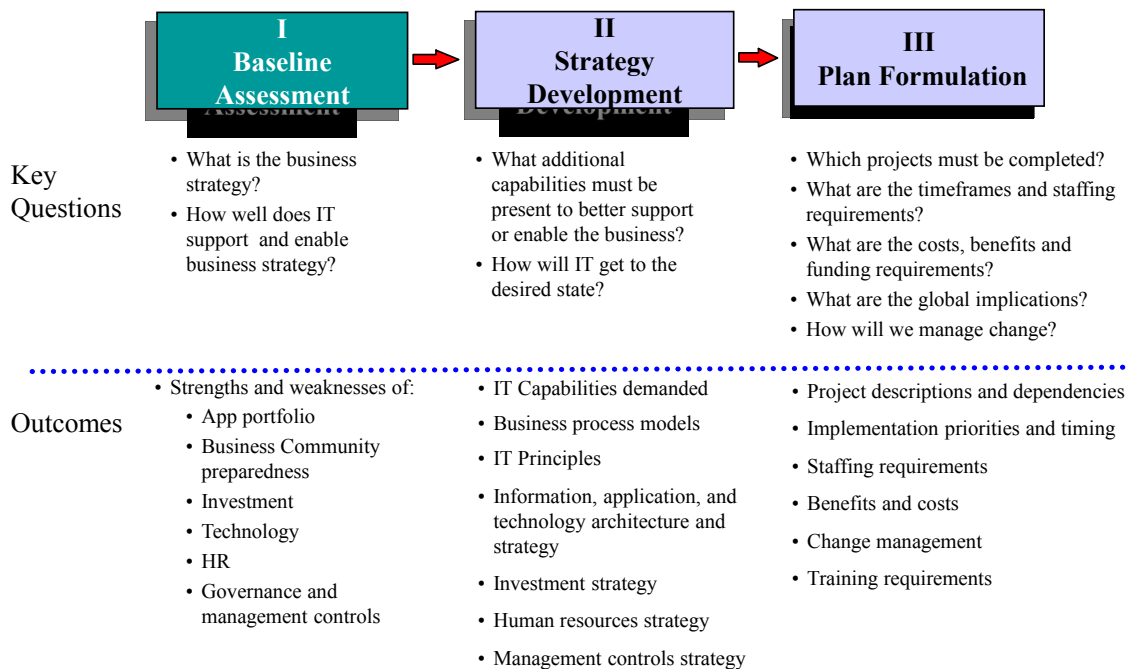
## Leverage Partners Services

Leverage Partners uses a number of frameworks and tools to help organizations address their IT planning, governance, and operations challenges. Shown below are high level summaries of four challenges noted in the RFP.

### IT Strategic Planning

We approach planning in three steps. The picture below shows this conceptually:

- **Baseline Assessment** – Identifies overall strengths and weaknesses of the current environment
- **Strategy** – Describes the desired future environment tempered by the reality of business and political constraints
- **Plan** – Describes the major activities to migrate to the future environment along with the resources (people and money) required

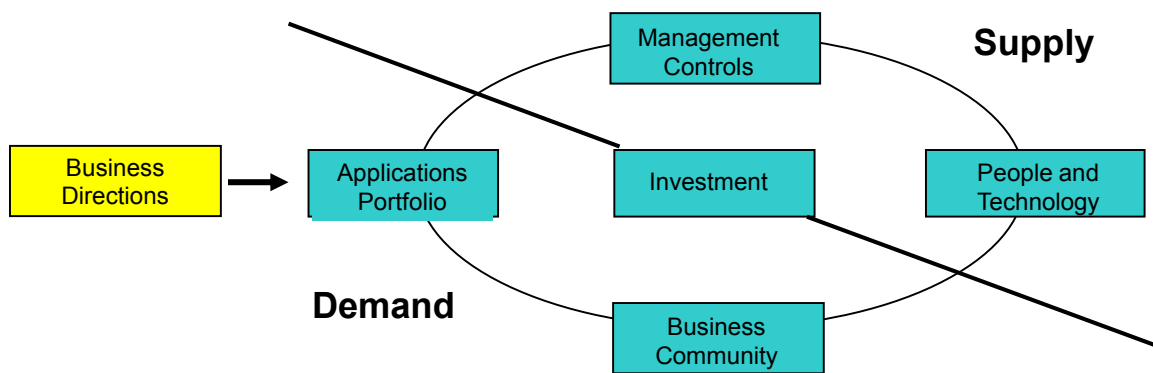


Our framework is based on "The Four Stages of EDP Growth" as published in the Harvard Business Review in 1973 by Gibson and Nolan. IT has been used in literally hundreds of organizations of all sizes and in all industries.



The figure below provides an overview of the framework. It balances:

- Demand: This part of the framework describes the organizations need for new IT based products and services. It reflects the degree to which IT is aligned with the organization strategy along with the capability of executives to be a part of the governance structure which establishes priorities and monitors progress.
- Supply: Supply is the capability of the of the IT organization to provide products and services. It includes IT skills, the technology base, along with the internal process IT uses to manage and control itself.
- Investment: The investment reflects the cost of IT balanced by the benefits that accrue to LFUCG. IT investments can result in either cost savings or better service.



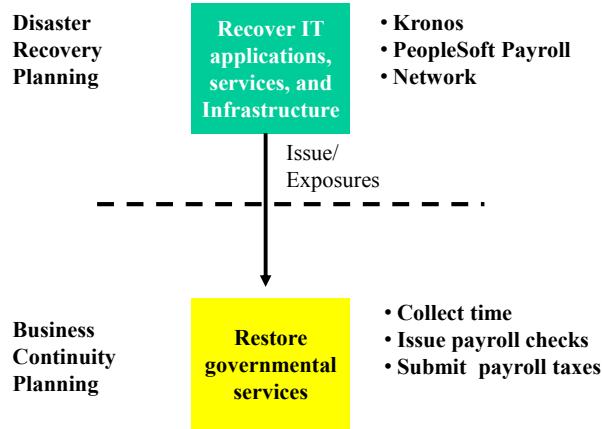
### Disaster Recovery Planning/Business Continuity Planning

A great deal has been written about DRP/BCP. We believe it is important to distinguish between Disaster Recovery Planning and Business Continuity Planning. Specifically:

- A Disaster Recovery Plan describes the activities necessary to successfully restore critical IT applications and services after any type of outage. The LFUCG experienced a partial outage in March 2012 when the SAN at the Jail failed. A full disaster would be a hurricane or fire that completely destroyed the server room at 200 East Main.
- Business Continuity Planning focuses on all of the additional activities required to ensure the government is once again operational. It considers common problems well beyond the IT organization's previous. For example, a Business Continuity Plan for payroll must determine:
  - Where will the payroll staff work (alternate office space?)
  - Where will alternate check stock be stored?
  - Who is authorized to obtain the check stock in the event of an emergency?
  - How will payroll taxes be submitted?



This is shown graphically below.



When preparing a DRP, typically we follow National Institute for Standards and Technology (NIST) Special Publication 800-34 rev 1, *Contingency Planning Guide for Federal Information Systems*.

### Governance

The governance framework helps organizations understand how different types of governance decisions are made. The rows describe the governance approach, while the columns describe the types of decisions that every organization makes about IT.

	IT Principles	IT Architecture	IT Infrastructure	Business Applications	IT investment
Centralized (Business Monarchy)					
IT Monarchy					
Feudal					
Federated					
Duopoly					
Anarchy					

Source: [IT Governance](#), Harvard Business School Press, 2000, Weill and Ross

Organizations use a variety of approaches to make decisions. Specifically, they use one of the approaches below:

- Business Monarchy – A group of C-level executives or individual C-level executives make the decisions
- IT Monarchy – Individuals or groups of IT executives make the decisions



- Feudal – Business unit leaders or their delegates make decisions. Different groups band together around particular issues. Power can shift frequently
- Federal – Decision making is shared between a central organization and business units much as decision making is shared between the federal government and the states.
- Duopoly – Decision making is shared between two different groups, often IT and Finance or IT and business process owners.
- Anarchy – Decisions are made by individual business process owners or end users. Groups coalesce around individual issues only to disperse when the immediate concern has passed.

The columns represent the areas around which governance decisions need to be made. Specifically:

- IT Principles – Principles are a set of predefined trade-offs that face every IT organization. For example, should IT build software or buy commercial software?
- IT Architecture – The Open Group developed the TOGAF framework as industry standard to define Architectural domains: Business Process Architecture, Applications Architecture, Data Architecture, and Technical Architecture
- IT Infrastructure Strategies- Infrastructure strategies define how infrastructure will be delivered. Specifically, which pieces will be delivered through in house services and which through the Cloud
- Business Application Needs-Business Application needs define the need for additional IT products and services supporting the business
- IT Investment-This describes the costs of IT and the benefits that result from those investments.

The framework helps determine how each governance domain is currently managed and how the organization wishes to manage it going forward. Many organizations find the framework helps them migrate between centralization and decentralization in a coordinated fashion.

## Technical Requirements Gathering

We gather technical requirements in a three ways.

- **Interviews.** During a requirements interview, we focus on:
  - Business processes – The current process is analyzed and high-level future process is designed. Differences between the two are noted.
  - Data requirements. – Every system relies on some amount of data. During high level requirements, we document the major groups of data needed. Detailed design necessitates documenting every field within a data group.
  - Business rules – Business rules define or constrain parts of the business process. For example, accounting uses a business rule to describe whether the organization uses a calendar month or thirteen four-week months. Unusual business rules that may not be readily handled by standard applications suites need to be documented.
  - Security requirements. – The amount of security required in the new system has to be documented. A swimming pool schedule posted on the web site would have very low security, while Police reports need to be highly secure.





- **External research.** Using the description of functionality and benefits from the interviews, we use the internet and phone calls to research potential solutions and to understand how other local governments are addressing the problem. During this time, we often solicit input from the appropriate people in the Louisville Metro government.
- **Workshops.** Finally, we solicit input through targeted workshops. Although not every workshop is alike, requirements workshops typically seek agreement on the following:
  - The problem – what challenge is the department facing
  - The proposed project's objectives – what should the project accomplish
  - The proposed project's scope – are there limitations on functionality delivered or on departments served. Any limitations deferred to a subsequent phase are documented.
  - Business and technical assumptions – the range of assumptions is virtually unlimited and can address timing, funding, skills, technology base, etc.
  - Alternatives considered – often there are two or three viable approaches. Participants need to identify the major alternatives and agree on the most likely potential approach
  - High level estimates for resources, scheduling and costs – participants will not have enough information to construct detailed estimates but should know whether the proposed system will require one month or one year
  - Major risks – Closely linked to assumptions, the group needs to identify risks associated with developing the system or operating the system after it is installed.
  - Benefits - IT projects are undertaken because they result in either tangible or intangible benefits. Where possible we will link the benefits described by the participants to one or more of the Mayor's priorities.
  - Stakeholders – participants need to agree that the workshop has representatives from all effected departments.

## IT Technology Services

As mentioned above Leverage Partners, Inc. partners with TDM to offer a variety of other software development, database design, training, network support, information security, cloud and other technology based services. Representative examples are shown below:

### *Compliance Consulting*

HIPAA, PCI, SOX, etc. Such regulations have been evolving resulting in more robust requirements with more severe penalties for non-compliance. TDM's compliance consultants understand these regulations and the underlying best practices such as NIST. TDM will work with your organization to evaluate or build a program that enables your IT infrastructure to meet all federal, state and local standards and regulations.

While compliance is a requirement, the staff focuses on ensuring your overall security is improved through these efforts, and does not just allow you to check a box for an audit.

### *Technical Implementations*

TDM's consulting helps client's implement a variety of technical solutions:



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- Virtualization – Virtualization services span networks, workstations and server infrastructure. TDM designs and converts physical to virtual environments. Alternatively, TDM upgrades existing virtual environments.
- Data Retention and Recovery – TDM offers a range of data retention and recovery solutions. We define retention and recovery needs and then help select and implement the right technology for those needs.
- Storage – TDM’s partners with storage industry leaders. This allows us to provide the infrastructure, implementation and support services for your storage needs.
- Network Design and Implementation –TDM can design and implement a highly functional and highly secure network.

#### *Hosted Infrastructure.*

TDM provides a world-class data center services with disaster recovery options available around the U.S. This allows clients to add and remove capacity as needed. TDM can manage your infrastructure or your staff can manage it.

TDM will host your physical equipment in our datacenter or work with you to provide a hosted, virtualized solution for your infrastructure needs. We work with you to design the right mix of onsite vs. hosted infrastructure .

*Hosted Applications/Solutions.* TDM provides the following hosted applications:

- Data backup and recovery
- SIEM/Log aggregation and correlation
- Endpoint Protection/Anti-virus

### **Project Work-plan**

When LFUCG requests that Leverage Partners provide support under this agreement, the first thing we will do is understand the objectives and scope of the particular assignment. Working with LFUCG, we will develop a work-plan that meets your needs and is respectful of LFUCG employee schedules.

### **Project Team**

We believe it is best to have our clients actively involved in requirements definition and other planning activities. This allows the client to “own” the results when the consultants leave. This ownership increases the likelihood that any recommendations will be implemented. Decisions resulting from new requirements and resulting systems are significant for any organization, and the impact will be felt for years.

A project of this nature requires support from a variety of people across the organization. We will need support from the Lexington-Fayette Urban County Government departments, from IT and from the IT Strategy Committee. We realize that LFUCG has limited staff; however, it is critical that LFUCG staff attend interviews and participate in discussions and workshops. Typical responsibilities are shown below.



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**Lexington-Fayette Urban County Government**

<b>Group/Individual</b>	<b>Responsibilities</b>
IT Governance Committee	<ul style="list-style-type: none"> <li>• Reviews results of interviews</li> <li>• Removes roadblocks</li> <li>• Discusses/debates priorities</li> <li>• Determines which risks to assume and which to mitigate</li> </ul>
Project Manager	<ul style="list-style-type: none"> <li>• Identifies stakeholders in requesting department(s)</li> <li>• Identifies IT staff responsible for requesting department(s)</li> <li>• Participates in interviews and workshops (if desired by LFUCG)</li> </ul>
Department staff	<ul style="list-style-type: none"> <li>• Attend interviews</li> <li>• Participate in JAD sessions</li> </ul>
IT staff	<ul style="list-style-type: none"> <li>• Attend interviews</li> <li>• Provide IT documentation</li> <li>• Participate in workshops</li> </ul>
Administrative support	<ul style="list-style-type: none"> <li>• Schedule interviews</li> <li>• Schedule workshops</li> <li>• Arrange meeting room logistics</li> </ul>

**Leverage Partners team**

<b>Group/Individual</b>	<b>Responsibilities</b>
Client management/Quality Assurance (Bart Perkins)	<ul style="list-style-type: none"> <li>• Provides overall guidance and direction to the effort</li> <li>• Works directly with the Executive Sponsor to ensure the project is on track</li> <li>• Provides experience and perspective to the team</li> </ul>
Lead consultant	<ul style="list-style-type: none"> <li>• Assimilates background material from requesting department and from IT staff</li> <li>• Interviews department staff</li> <li>• Conducts workshops</li> <li>• Documents interviews and workshops</li> <li>• Writes final report</li> </ul>

Leverage Partners has a number of individuals who have the required skills to serve as lead consultant. As you can see they have a wide range of experience and therefore, rates. Unfortunately, several of these consultants are located in other areas and will incur travel expenses. Depending on the department needing support, we should discuss which consultant has the skills that best meet your need.

In addition, we have other consultants who are not included in the list below. Some of these consultants may be better fits with your needs.



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Proposed lead consultants include:

<b>Lead consultant name</b>	<b>Location</b>	<b>Hourly rate*</b>	<b>Travel and Living per week**</b>	<b>Subcontracted or employee</b>
Herbert W. Perkins III	Louisville, KY	\$250	\$0	Employee
Sheila Cox	Baltimore, MD	\$250	\$2,500***	Subcontracted
Sandi Walker	Vienna Virginia	\$250	\$2,500***	Subcontracted
Sharon Perkins	Louisville, KY	\$250	\$0	Employee
Alan Claypool	McDaniels, KY	\$250	\$0	Subcontracted
Jim Czerwonka	Louisville, KY	\$187.50	\$0	Subcontracted
Mitch Kotula	Ft. Mill, SC	\$250	\$2,500***	Subcontracted

\* Our consultants typically work and bill a “professional” day. Although they frequently work more than 8 hours, typically LFUCG will not be billed more than 8 hours in a day.

\*\* Travel based on working in Lexington. If travel is required to other locations, travel will be charged based on the actual amounts incurred.

\*\*\* Estimated

Bios for each individual are attached.

At present LFUCG, support needs are not known. When LFUCG needs support, Leverage Partners will make every effort to supply any consultant or consultants requested. However, we cannot guarantee that an individual consultant will be available. Availability is a function of the workload required of other projects along with the lead-time provided by LFUCG.



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## Benefits of Leverage Partners

- 1 We are experienced:
  - Leverage Partners has a comprehensive framework and supporting methodology that works.
    - We have used the overarching framework in literally hundreds of organizations.
    - Workshops, spreadsheets, and other templates that are constantly being refreshed to reflect the changing IT landscape support each part of the framework.
  - Our consultants understand how to manage projects on time and on budget with high quality. We share your sense of urgency.
  - Our consultants have long experience working together with many having worked together for over 20 years.
- 2 Our consultants have been on all three sides of the desk:
  - Senior IT leadership - CIO for Fortune 200 companies
  - Management consulting – helping clients assess IT strengths and weaknesses and then develop IT strategies.
  - Industry analysts – analyzing and writing about IT issues and trends
- 3 We are flexible and respectful of your culture. While we believe that people have to learn for himself or herself. We carefully guide the experiential development process, as opposed to supplanting it.
- 4 We partner with a variety of organizations offer high quality solutions to a wide variety of IT needs.

## AFFIDAVIT

Comes the Affiant, Herbert W. Perkins III , and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Herbert W. Perkins, III and he/she is the individual submitting the proposal or is the authorized representative of Leverage Partners, Inc., 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."
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.

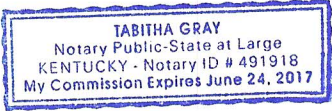
Herbert W Perkins III

STATE OF Kentucky

COUNTY OF Jefferson

The foregoing instrument was subscribed, sworn to and acknowledged before me by Herbert Walker Perkins III on this the 22 day of April, 2016.

My Commission expires: 24 June 2017



Tabitha D Gray  
NOTARY PUBLIC, STATE AT LARGE



## EQUAL OPPORTUNITY AGREEMENT

### The Law

- 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.

### Bidders

*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.*



\_\_\_\_\_  
Signature

\_\_\_\_\_  
Leverage Partners, Inc.  
Name of Business



**WORKFORCE ANALYSIS FORM**

Name of Organization:     Leverage Partners, Inc.    

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
<b>Administrators</b>																	
<b>Professionals</b>	2	1	1													1	1
<b>Superintendents</b>																	
<b>Supervisors</b>																	
<b>Foremen</b>																	
<b>Technicians</b>																	
<b>Protective Service</b>																	
<b>Para-Professionals</b>																	
<b>Office/Clerical</b>																	
<b>Skilled Craft</b>																	
<b>Service/Maintenance</b>																	
<b>Total:</b>	2	1	1													1	1

Prepared by: Herbert W. Perkins III President  
*(Name and Title)*

Date: April / 21 /2016  
*Revised 2015-Dec-15*

**LFUCG MWDBE PARTICIPATION FORM**  
**Bid/RFP/Quote Reference # \_\_ RFP #13-2016 Information**  
**Technology Consulting and Technical Services \_**

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. Sheila Cox Performance Horizons PO Box 36432 Towson, MD 21286 (443)414-7059 SheilaQCox@PerformanceHorizons.com	IT Strategic Planning IT Governance Organization Change Management	To be determined based on projects awarded	Target 25%
2.			
3 Veteran Owned Business  Mitch Kotula Kotula Development Plus 15274 Legend Oaks Court Ft. Mill, SC 29707 <a href="mailto:mlkotula@gmail.com">mlkotula@gmail.com</a> (406) 546-6980	IT Strategic Planning IT Governance Organization Change Management	To be determined based on projects awarded	Target 25%

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.

\_\_\_\_\_  
Leverage Partners, Inc.  
Company

\_\_\_\_\_  
April 22, 2016  
Date



\_\_\_\_\_  
Company Representative

\_\_\_\_\_  
President  
Title

## 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, safety 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. 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

4/22/16  
\_\_\_\_\_  
Date

## 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 2003, 2008, 2012, 2016	1-5 years	2003-12 5 yrs./10 personnel
Microsoft Windows 7, 8, 10 Desktop	5 years	10 personnel
Microsoft Office 365, Architecture and Design	5 years	20 personnel
Microsoft PowerShell	5 years	10 personnel
Microsoft Active Directory	5 years	20 personnel
Microsoft Exchange 2010, 2013	10 years	20 personnel
AIX versions 5.x, 6.x, 7.x	10 years	10 personnel
Linux	10 years	20 personnel
Internet Information Server (IIS)	10 years	10 personnel
F5 BigIP	5 years	5 personnel
VMware	5 years	10 personnel
VMware VirtualCenter	5 years	10 personnel
VMware ESX	5 years	10 personnel
Microsoft Access	10 years	20 personnel
Microsoft SQL Server 2008, 2012, 2014, 2016	10 years	20 personnel
Oracle Database 10, 11, 12, 13	10 years	20 personnel
SharePoint Services (on premise and cloud)	5 years	10 personnel
Microsoft Office SharePoint Server	5 years	10 personnel
Microsoft .NET Framework 2+	5 years	10 personnel
Microsoft Project Server	5 years	10 personnel
ESRI Geodatabase (10.2.1 and higher)		
ESRI ArcGIS for Server (10.2.1 and higher)		
ESRI ArcGIS for Desktop (10.2.1 and higher)		
ESRI ArcGIS Online (10.2.1 and higher)		
ESRI ArcReader (10.2.1 and higher)		
Visual Studio	5 years	10 personnel
VBA	5 years	10 personnel
Python	5 years	10 personnel
JavaScript	5 years	10 personnel
HTML5	5 years	10 personnel
C#	5 years	10 personnel
C++	5 years	10 personnel
Ruby	5 years	10 personnel
Ruby on Rails	5 years	10 personnel
Visual Basic 6.0	5 years	10 personnel

<b>Technology</b>	<b>Experience</b>	<b>Comments</b>
ASP.NET	5 years	10 personnel
VB.NET	5 years	10 personnel
jQuery	5 years	10 personnel
Web Services	5 years	10 personnel
PHP Development	5 years	10 personnel
RPG IV	5 years	10 personnel
BCD Presto	5 years	10 personnel
ADO	5 years	10 personnel
Moodle	5 years	10 personnel
AJAX	5 years	10 personnel
<b>Technology</b>	<b>Experience</b>	<b>Comments</b>
Node.js		
Chef, Puppet, Troposphere	5 years	10 personnel
Amazon Web Services (AWS) Architecture	5 years	10 personnel
Amazon Web Services (AWS) DevOps	5 years	10 personnel
Microsoft Azure Architecture	5 years	10 personnel
Microsoft Azure DevOps	5 years	10 personnel
Palo Alto Firewalls	5 years	10 personnel
Splunk	5 years	10 personnel
Switching & Routing	5 years	10 personnel
Vulnerability Scanning (Nessus)	5 years	10 personnel
Patch Management	10 years	20 personnel
IBM BigFix	5 years	10 personnel
PeopleSoft HCM 9.0	5 years	10 personnel
PeopleSoft FSCM 8.9	5 years	10 personnel
PeopleTools 8.49	5 years	10 personnel



**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	\$150-300	TDM
	C#	\$150-250	TDM
	JavaScript	\$150-300	TDM
	Ruby	\$150-250	TDM
	Ruby on Rails	\$150-300	TDM
	C++	\$150-300	TDM
	HTML	\$150-300	TDM
	5	\$150-250	TDM
	VB.NET	\$150-300	TDM
	T	\$150-300	TDM
	Python	\$150-200	TDM
	Visual Basic 6.0	\$150-300	TDM
	ESRI ArcGIS		
	ADO 2.X + Web Services	\$150-300	TDM
Microsoft Access	\$150-300	TDM	
Database Design	SQL Server	\$150-300	TDM
	SQL Server Express	\$150-300	TDM
	MySQL	\$150-300	TDM
	ESRI Enterprise Geodatabase		
	Oracle	\$150-300	TDM
Consulting	Disaster Recovery/Bus Continuity	\$175-200	Leverage Partners
	Technical Requirements Gathering	\$175-200	Leverage Partners
	IT Strategic Planning	\$200-250	Leverage Partners
	IT Governance	\$200-250	Leverage Partners
	IT Project Management	\$175-200	Leverage Partners
	Certified Project Management (PMP)	\$200-250	Leverage Partners
	Network Technologies	\$150-250	TDM
	Software Development	\$150-250	TDM
	PeopleSoft HCM (9.0)	\$150-250	TDM
	PeopleSoft FSCM (8.9)	\$150-250	TDM

Server Application Implementation	Microsoft SharePoint	\$150-250	TDM
	Microsoft Project Server	\$150-250	TDM
	Microsoft SQL Server	\$150-250	TDM
	Microsoft Exchange	\$150-250	TDM
	Microsoft Windows	\$150-250	TDM
	VMware Virtual Center	\$150-250	TDM
	VMware ESX	\$150-250	TDM
	ESRI ArcGIS Server	\$150-250	TDM
Service		Rate	Notes
Training	Microsoft SharePoint	\$150-250	TDM
	Microsoft Project Server	\$150-250	TDM
	Microsoft SQL Server	\$150-250	TDM
	Visual Studio Team	\$150-250	TDM
	Suite Visual Studio2008	\$150-250	TDM
	VMware	\$150-250	TDM
Network Support	F5 BigIP		
	Microsoft Active Directory	\$150-250	TDM
	Microsoft Windows	\$150-250	TDM
	VMware	\$150-250	TDM
Information Security	Policy Development and Review	\$150-250	TDM
	Planning and Analysis	\$150-250	TDM
	Penetration Testing	\$150-250	TDM
	Vulnerability Testing	\$150-250	TDM
	Risk Management Assessment	\$150-250	TDM
	Info Security Audit and Compliance	\$150-250	TDM
	Info Security Remediation	\$150-250	TDM
	Info Security End-User Training	\$150-250	TDM
Enterprise DevOps & "Cloud"	Cloud Architecture and Design	\$150-250	TDM
	Code Deployment and Maintenance	\$150-250	TDM
	Enterprise System Administration	\$150-250	TDM
	Version Control	\$150-250	TDM
	Infrastructure as Code (IaC)	\$150-250	TDM
	Platform as a Service (Paas)	\$150-250	TDM
	Software as a Service (SaaS)	\$150-250	TDM
	Infrastructure as a Service (IaaS)	\$150-250	TDM



1018 Sandy Beach Ln.  
McDaniels, KY 40152  
(502) 645-6119  
[AlanClaypool@LeveragePartners.com](mailto:AlanClaypool@LeveragePartners.com)

### **T. Alan Claypool, PMP – Project Manager**

Alan Claypool has been a project manager for 9 years, becoming a certified Project Management Professional (PMP) in 2009. He has served as project manager and subject matter expert on numerous projects, including:

- Mid-size insurance company (2010-2011)
  - Redesigned accounting reconciliation and journal entry determination reducing closing by over 10 days per month. Halved the time required to produce quarterly financial statements; implemented much better audit trail and controls; reduced preparation of annual financial statements by 10 days.
  - Improved the functional teamwork among staff by encouraging cross-department communication and new cohesive team behaviors.
  - Improved management practices; identified core process improvement team; created project charter, developed project plan (including 9 subsidiary plans - Schedule Baseline, Cost Baseline, Scope Baseline, Communications Management Plan, etc.); delivered monthly project updates to CEO and COO; provided weekly status updates to all stakeholders; and overcame resistance of some reluctant stakeholders.
- Large utility company (2008-2010)
  - Managed project of over \$3 million in vendor costs
  - Implemented new budgeting and allocations system, used by 1000 managers in the company. The new budgeting system consolidated budget data from all 1000 projects, produced overhead loadings on all budgeted dollars, and reduced the company-wide allocation process from 7 days to 4 hours.
  - Lead detailed design sessions with up to 25 client staff over a 2 months; produced detailed design documents and a detailed statement of work; produced detailed project plan (including budgets, schedules, detailed tasks); directed assignment of tasks and resource management of 12 vendor staff for 2 years; worked with project stakeholders to ensure the new budgeting and reporting software met their diverse requirements; worked closely with client IT department to obtain product buy in and assign tasks to client staff; set up and delegated management of dev/test/prod environments; led weekly status meetings, with EVA reports, on project issues; led monthly status meetings with client upper management.
- Multiple other utility company projects (2002-2008)
  - Managed project building a new allocations system which allowed for transparent regulatory reporting of company-wide data at expanded levels of detail
  - Built new allocations system during potential deregulation of utility companies, taking all general ledger transactions to the new Business Unit level of detail based on complex allocation rules
  - Managed multiple new budget software implementations

Alan has a Masters degree in math from the University of Illinois (1994) and a Bachelor of Science degree in mathematics from Furman University (1989).

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Leverage Partners, Inc.

Washington, DC

Louisville, KY



12-Z River Hill Road  
Louisville, KY 40207  
502-897-5195  
BartPerkins@LeveragePartners.com

### **Herbert W. Perkins III (Bart) - Managing Partner**

Bart Perkins is the founder of Leverage Partners, with over 30 years experience leading IT efforts for major corporations and consulting firms. As CIO of two Fortune 250 companies, he recognizes that IT management is a many-faceted and constantly shifting endeavor. Bart has experience:

- Creating global IT strategy - aligning IT objectives, strategy, and costs with business goals
- Creating IT governance structures
- Building the case for organizational and business change
- Evaluating outsourcing decisions and managing vendor selection/contract negotiations
- Managing projects and programs
- Managing IT in a global enterprise
- Using business games for training, consumer engagement, and addressing difficult problems

Prior to Leverage Partners, Bart was the CIO of YUM! Brands, parent to KFC, Pizza Hut, and Taco Bell. Under his direction, the overall cost of IT was reduced 10% (\$13 million/year) by outsourcing commodity services, eliminating redundant systems and activities, and improving IT supplier management. As part of this effort, IT outsourced the Help Desk, several major development projects, and parts of the network. IT also outsourced installation and maintenance of hardware and software in the restaurants. In addition, the team evaluated outsourcing the server center and legacy maintenance.

Previously, Bart was the CIO of Dole Food Company. He initiated electronic customer linkage, directed a global network implementation, streamlined the supply chain from the field to the grocery shelf, and consolidated 27 separate IT organizations into a single customer-focused team. He established an IT Preferred Vendor Program which saved over \$1million annually.

Bart also has extensive management consulting experience. He was a Partner at KPMG Peat Marwick, and was an early member of the Nolan, Norton & Co. management consulting staff. He was a Vice President at Technology Solutions Company, a systems integration firm, and was one of the founders of The Value Sourcing Group, a vendor management consulting firm. His consulting career spans diverse industries including retail, consumer products, hospitality, health care, banking, insurance, brokerage, high tech, and pharmaceutical.

Bart writes a monthly column on IT Management for Computerworld and is a judge for CIO Magazine's CIO 100.

He has a Master of Computer Science from the University of Virginia as well as a B.S. in Mathematics from The College of William and Mary.

He serves on the Board of Directors of I360 Technologies, Discourse Analytics, and the American Printing House for the Blind. He serves on the Advisory Boards of the University of Louisville - Department of Computer Engineering and Concordus Healthcare. He served on the Board of Directors for Narrowcast for six years until it was sold.

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Leverage Partners, Inc.

Washington, DC

Louisville, KY



12-Z River Hill Road  
Louisville, KY 40207  
502-897-5195  
BartPerkins@LeveragePartners.com

### **James L. Czerwonka (Jim) – Project Staff**

Jim Czerwonka's specializes in information security including Disaster Recovery Planning as well as Business Continuity Planning. He has developed Disaster Recovery Plans for financial application systems, eCommerce applications, computer operations, and technical support. These Disaster Recovery Plans span mainframe, midrange, and virtualized environments.

He has reviewed accounting and general computer controls across a variety of industries and technical environments, in both small organizations and Fortune500 companies. Representative projects include:

**Banking** – Developed an information systems and end user contingency planning for a small bank with several branches. The end user plans detailed interim restart and recovery procedures for all users of the bank's information systems. A mutual aid strategy with a similarly configured bank was developed and "scaled back" processing was accommodated.

**Banking** – Developed a data center recovery plan for a large bank with multiple data centers. This plan used "hot" site and internal "sister" site arrangements to satisfy the Comptroller of the Currency.

**State Government** - Assessed business contingency plans for both mainframe and local area network environments. Developed business interruption plans for local area network. Currently, he is creating the Information Systems Contingency Plan for the Unemployment Insurance application system.

**Insurance and Financial Services** – Renovated an aging hardware with unsupported software computing environment. Moved from Microsoft Windows NT 4.0 to Windows 2003 and Windows Active Directory. Virtualized 35 servers on Microsoft Virtual Server before migrating to VMWare Virtual Server.

**Manufacturing** – Created the Disaster Recovery Plan for a global manufacturing company using the NIST framework. Acting as the Project Manager, he facilitated weekly sessions with key IT personnel, documented meeting activities, created action items, and monitored the team's performance to ensure meeting budgeted timelines. Numerous tabletop and functional unit tests were performed.

Jim is a member of the Louisville Chapter of the Information Systems Audit and Control Association, Institute of Internal Auditors, Association of Certified Fraud Examiners, and Information Systems Security Association. He is a presenter at the annual Information Systems Security Association.

Jim earned his undergraduate degree from Bellarmine University in Business Administration and his Masters of Business Administration degree from University of Phoenix in Information Technology Management.

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Leverage Partners, Inc.

Washington, DC

Louisville, KY



Mitch Kotula  
Kotula Development Plus  
15274 Legend Oaks Court  
Ft. Mill, SC 29707  
[mlkotula@gmail.com](mailto:mlkotula@gmail.com)  
(406) 546-6980

Mitch Kotula is an international organizational development and change management consultant living in rural Montana. His leadership book, *The Art of Aggression: Leadership Lessons from a Year of War* has earned wide pre-publication praise from executives, to senior military officers, to the men Mitch lead in battle.

Recognized as a global implementation expert who uses a variety of concepts, tools and techniques for the effective implementation of organizational change and the development of effective managers and leaders. He is currently operating a private consulting practice in addition to working as an associate with the American Society for Training and Development (ASTD).

Mitch Kotula is recognized for his ability to help individuals and organizations improve, adapt, and excel. He served as consultant to the Regan Era modernization of the U.S. Army, was a leader of scenario planning for South African companies preparing for a new South Africa, was a founder of a credit service support organization for the financial industry, was an early innovator in web-based and distributed training, and was a key contributor to the books *Managing at the Speed of Change* and *Always Change a Winning Team*.

Mitch was an Associate Partner for the competency development of Accenture's global Change Management practice and earlier co-developed and managed KPMG Peat Marwick's change management practice. He earlier earned his spurs as a change management expert working with Daryl Conner as a senior consultant with ODR. Mitch is also a retired army officer, master parachutist and Army Ranger.



406 W. Market St.  
Leesburg, VA 20176  
(703) 943-7548

SandiWalker@LeveragePartners.com

## **Sandra L. Walker – Senior Consultant**

Sandi Walker is an information technology executive with over thirty year's experience delivering technology services to business, US government, and non-profit organizations. She is a leader who gets results managing large complex information technology organizations through major organizational and business cycle shifts. She has extensive experience consolidating and rationalizing infrastructure for global organizations; negotiating agreements with third parties, establishing contracts and governance models, and planning and managing transitions for managed IT services. Specifically, she has experience in:

- IT infrastructure and applications outsourcing
- Data center consolidation
- Wide area networking including MPLS
- Network security including antivirus, firewalls, and intrusion detection
- Email architecture (Active Directory)
- Shared services

As a consultant to Wolters Kluwer, she led the effort to outsource IT infrastructure globally. She served as a member of the leadership team of the CIO for global infrastructure participating and leading initiatives to consolidate disparate infrastructure teams and organize and manage a global infrastructure organization. Working with a global team, she addressed the challenges of negotiating a contract that met requirements in Europe, the US, and Australia.

As the Vice President, Infrastructure for the American Red Cross and acting Vice President for Global Infrastructure Services for Thermo Fisher Scientific she rationalized inflexible and inefficient infrastructures managing major initiatives to:

- Consolidate servers through virtualization and outsourcing
- Consolidate and upgrade data centers both internally and with the assistance of outsourcing
- Consolidating multiple wide and local area network technologies including migrations to MPLS technology
- Rationalizing and renegotiating contracts for IT equipment and services
- Implementing COBIT based IT controls

Previously she was responsible for all global outsourced IT services at AON, a \$12 billion insurance brokerage firm. In that capacity Sandi rationalized the infrastructure and applications maintenance by:

- Merging over 20 major data centers (plus 50 data closets) into a single server center
- Implementing standard desktop and standard server environments including remediation of over 600 applications enabling them to operate in the new environment
- Refreshing over 10,000 desktops and reducing servers from 1800 to 1000
- Implementing Active Directory consolidating over 90 NT domains into a single forest enabling adequate network security to meet SOX requirements
- Managing two migrations to MPLS

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Leverage Partners, Inc.

Washington, DC

Louisville, KY

[www.LeveragePartners.com](http://www.LeveragePartners.com)





406 W. Market St.  
Leesburg, VA 20176  
(703) 943-7548

SandiWalker@LeveragePartners.com

- Outsourcing the America's IT infrastructure including desktop, help desk, data center, telecommunications and security
- Outsourcing a majority of Aon's applications globally with initial goals of labor arbitrage and creating a foundation for application consolidation
- Restructuring the Infrastructure organization including establishing an outsourcing governance group, program office and IT risk management organization
- Outsourcing applications maintenance globally reducing costs and freeing business unit applications teams to modernize and web enable their applications

In parallel with the above efforts, she ran the SOX, HIPAA, and GLBA remediation programs.

At Textron, she did the analysis and built the business case to consolidate the IT infrastructure from business unit centric to corporate centric services. As CIO of Bell Helicopter Textron, she restructured and consolidated Bell's separate US and Canadian operations, outsourced desktop and email services, and redefined oversight of its telecommunications outsourcing agreement.

In addition to her infrastructure experience, Sandi has broad outsourcing experience. She has negotiated and managed large outsourcing agreements as both a managed services provider (CSC) and as a customer of these services. She has been a part of the maturation and changing stature of outsourcing since it became a mainstream business solution in the early 1990s. She has proven strengths in leadership, talent management and development, contract negotiations, change management, communications, and problem solving.

Sandi was the CEO of a small software engineering company that provided support to intelligence community industry and government clients. She led this firm from its inception through its acquisition by CSC five years later.

Sandi holds a Masters in MIS from American University and a B.S. in Journalism from University of Maryland.

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Leverage Partners, Inc.

Washington, DC

Louisville, KY

[www.LeveragePartners.com](http://www.LeveragePartners.com)





12-Z River Hill Road  
Louisville, KY 40207  
502-897-5195  
SharonPerkins@LeveragePartners.com

### **Sharon Perkins - Partner**

Sharon Perkins has over 20 years of experience leading IT efforts for corporations and consulting firms. She specializes in project management and organizational dynamics. She has experience managing software development and cross-departmental teams, including teams spread across multiple corporations. Sharon also has experience managing multi-cultural international teams. She has worked in environments ranging from small startups to Fortune 500 corporations.

Representative consulting projects:

- Functioned as interim CIO for the largest travel company providing transportation between Hawaii and the US mainland, including hotel and tour services. Created assessment of IT delivery capability, including infrastructure and staffing. Established executive steering committee for project prioritization process. Defined CIO position description, helped hire new CIO, and facilitated his transition into the organization.
- Developed and delivered a series of training programs to introduce new people to corporate mission, for a not-for-profit organization. Worked with major stakeholders to define program objectives, scope, and deliverables. Re-engineered process to assimilate new volunteers into the organization. Redesigned tracking and management database supporting overall program.

Prior to consulting, Sharon was a Project Manager for The Open Software Foundation, an industry consortium of 50 computer companies, including IBM, Digital, Hewlett Packard, and Sony. The consortium was founded to produce a commercial level UNIX-based operating system. OSF/1 was the first operating system to allow applications to run on multiple proprietary hardware platforms. Sharon was responsible for managing the development and integration of software components created by OSF consortium members and external suppliers, during the initial development phase of OSF/1. Sharon also established and ran the project plan tracking and review process for OSF/1.

Sharon previously worked for Encore Computer Corporation, a provider of mini-computers with customizable levels of parallel processing power. She was the Project Liaison for a joint operating systems development project between Encore and Matra Datasysteme in Paris, France. Sharon was responsible for coordinating project development efforts between the Boston, San Diego, and Paris teams. She also coordinated program efforts between R&D, manufacturing, and sales.

Sharon began her career as an operating systems programmer for Data General Corporation, a worldwide provider of mini-computers. Sharon worked on the software development team for Data General's first 32-bit machine, the MV/8000.

Sharon has a Bachelor of Science in Computer Science from Yale University and a Masters of Arts in Marriage and Family Therapy from the Louisville Presbyterian Seminar. She is a licensed Marriage and Family Therapist who focuses on communications and group dynamics.

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Leverage Partners, Inc.

Washington, DC

Louisville, KY

PO Box 36432  
Towson, MD 21286  
(443) 414-7059  
SheilaQCox@PerformanceHorizons.com

## **Sheila Q. Cox**

Sheila Cox coaches executives in targeting, achieving, and sustaining new levels of performance. Her consulting approach begins with common vision and goals that capture the imagination and mobilize the spirit. These goals are realized through integrated plans with achievable milestones that simultaneously transform people and processes.

Sheila has over 30 years business experience in management consulting, leadership training, and executive coaching. She is highly valued for her expertise in guiding organizational change that crosses functional, national, and cultural boundaries. She combines a strong focus on business objectives with a light hand in facilitating executive teams. Clients appreciate her tenacity and humor, and often comment that her coaching has helped them achieve exceptional results.

Previously Sheila was a Senior Manager at Nolan, Norton & Co., an information technology firm of KPMG Peat Marwick (now Bearing Point). At Nolan Norton, she assisted Fortune 500 executives in developing and implementing strategies for performance improvement. Her work included business process reengineering and organizational change management. Prior to Nolan, Norton, & Co, Sheila held a variety of positions in the large systems marketing division of IBM.

Representative engagements include:

- Developed a change management program to enable a 6,000 person information technology group within a major international bank to implement its strategic vision. She led task forces aimed at defining goals and measuring attainment, providing reinforcing rewards and incentives, building core competencies, and managing careers within the emerging new environment.
- Developed and applied an organizational risk measurement methodology for major business process and information technology change within a large state government. She conducted education for managers on anticipating the impact of change. She assisted state agencies in assessing human and organizational risks and developing detailed implementation plans to minimize those risks.
- Sheila designed and delivered an accountability program for 75 managers within a construction firm. The program included a series of interactive workshops, homework assignments, one-on-one executive coaching, and small team facilitation to reinforce learning.
- Sheila coached the division presidents of a high tech company. Each executive had completed a 360 assessment of their leadership style. Sheila provided one-on-one feedback, and worked with the group to understand and appreciate each other's strengths and weaknesses. These executives represented a dozen different countries in Western Europe.
- Sheila conducted a series of management training workshops for 100 leaders within a non-profit organization. Between workshops, she coached individual managers one-on-one to ensure they implemented what they learned.

Sheila has a BA, cum laude in Psychology and Social Relations from Harvard University and a MBA from the University of Chicago. She holds a Certificate in Leadership Coaching from Georgetown University.

She is an adjunct faculty member of the University of Phoenix Maryland Campus where she teaches organizational behavior and critical thinking. Sheila currently chairs two Vistage CEO peer advisory boards in the greater Baltimore area.

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PO Box 36432  
Towson, MD 21286  
(443) 414-7059  
SheilaQCox@PerformanceHorizons.com

## Sheila Q. Cox

### Areas of Expertise:

- Executive Coaching
- Leadership Development
  - Management Training
  - Succession Planning
- Business Strategy
  - Balanced Business Scorecard
- Team Facilitation
- Conflict Resolution
- Organizational Change
  - Mergers, Acquisitions, Downsizing
  - Multinational, Cross-Functional
  - Cultural Shift
  - I/T-Driven Change
  - Reorganization

### Client Types/Levels of Experience:

- Board of Directors
- CEOs, Entrepreneurs, Business Owners
- Division Presidents
- C Suite – VP – Director

### Representative Clients:

- AREVA
  - Accenture
  - American Red Cross
  - Applied Materials
  - Barclays Bank
  - Becton Dickinson
  - BearingPoint
  - CapitalOne
  - Center for Mental Health Services
  - Center for Substance Abuse Treatment
  - Deutsche Bank
  - Helping Up Mission
  - Hewlett Packard
  - Intelsat
  - Lucent Technologies
  - Medifast
  - Raytheon
  - SAIC
  - State of Michigan
  - United Way National Headquarters
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### Industry/Functional Experience:

- Manufacturing and Distribution
- High Technology
- Professional Services
- Financial Services
- Not-for Profit
- Government
- Cross-Functional Project Leadership
- Multinational Matrixed Organizational Structures
- Information Technology Management

### Cultural/Multi-National Experience:

- Experience working in US, Canada, Central America, South America, and Europe

### Professional/Corporate Experience:

- Vistage International – Business Coach and CEO Advisory Board Chair

### Certifications:

- International Coaching Federation (ICF)
- Management Research Group LEA (Leadership 360)
- Human Insight AEM Cube (Agility and Stability)
- Personal Strengths Publishing SDI (Conflict Style)
- Human Synergistics LSI (Leadership) and OCI (Culture)
- Alta Analytics Netmap (Organizational Networks)
- Nolan Norton Balanced Business Scorecard