



LEXINGTON

RFP-12-2026
Trace3, LLC
Escape Velocity
Supplier Response

Event Information

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Title: Information Technology Consulting and/or Technical Services
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ONLY ONLINE BIDS WILL BE ACCEPTED! By submitting your response, you certify that you are authorized to represent and bind your company and that you agree to all bid terms and conditions as stated in the attached bid/RFP/RFQ/Quote/Auction documents.

Michael Wiatrowski

Signature

Submitted at 4/20/2026 01:42:44 PM (ET)

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Email

Response Attachments

LFUCG (RFP #12-2026) (T3 Exceptions Doc).docx

T3 Exceptions Doc

LFUCG (Affidavit) (Signed 4-17-26).pdf

T3 Affidavit

LFUCG (Equal Opportunity Agreement) (Signed 4-17-26).pdf

T3 EOA

LFUCG (General Provisions) (Signed 4-17-26).pdf

T3 General Provisions

LFUCG (Workforce Analysis) (Completed 4-17-26).pdf

T3 Workforce Analysis

LFUCG RFP #12-2026 Trace3 Response.docx

Trace 3 Response to LFUCG RFP #12-2026

Trace3 – LFUCG RFP#12-2026

Lexington-Fayette Urban County Government

RFP #12-2026 Information Technology Consulting and/or Technical
Services

April 20th, 2026

PREPARED BY:

TRACE3

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ENGAGEMENT CONTACTS

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EXECUTIVE SUMMARY

Trace3 assists organizations in shaping and advancing their IT strategy, architecture, infrastructure, and operations across diverse industries, including state and local government, healthcare, financial services, energy, transportation, and enterprise sectors. We focus on providing secure, scalable, and results-oriented technology solutions that help our clients achieve optimal performance.

Our Kentucky-based account and delivery teams offer a strong local presence, providing responsive, dedicated support tailored to LFUCG's needs. These teams are supported by Trace3's national network of experts across Cloud, AI and Data Intelligence, Infrastructure, Intelligent Operations, Managed Services, Cybersecurity, and Management Consulting. Our consultants consistently pursue advanced certifications and stay current with emerging technologies, showcasing the **specialized experience and technical skills needed** to support LFUCG's complex and evolving technology environment.

Trace3 has a proven history of supporting public sector organizations throughout Kentucky, including the Louisville Metro Government, the Prosecutors Advisory Council, the City of Bowling Green, and the City of Frankfort. We have established lasting partnerships with these agencies by consistently delivering high-quality, timely, and on-budget results. This record showcases our strong past performance and our ability to meet schedule and quality expectations, especially in mission-critical government settings.

Trace3 uses a structured, consultative delivery approach, grounded in our Deliver and Validate Success (DVS) framework, to ensure alignment among business goals, technical execution, and measurable results. This method allows us to quickly mobilize resources, expand services as needed, and consistently meet deadlines. As a result, LFUCG gains a partner with the **experience and operational maturity to work efficiently, adapt to changing priorities, and meet tight schedules.**

As part of our engagement approach, Trace3 provides value-added workshops, assessments, and knowledge transfer sessions designed to help LFUCG evaluate its current environment, prioritize initiatives, and develop an actionable roadmap for ongoing improvement. These proactive services accelerate time-to-value and minimize risks in modernization efforts.

Trace3 values the opportunity to support the Lexington-Fayette Urban County Government and looks forward to continuing our partnership in providing innovative, resilient, and secure IT services that deliver lasting value to the organization and the community it serves.

TRACE3 SLED STRENGTHS OVERVIEW

TRACE3 SLED PROVEN

Trace3 offers decades of experience in delivering advanced technology solutions across State, Local, and Education (SLED) markets. Our team is designed to help public-sector organizations navigate the complexities of procurement, contracting, and compliance while benefiting from the same high level of engineering talent that Fortune 500 companies trust.

Expertise in SLED Procurement & Contracts

- **Seasoned SLED Account Executives:** Trace3's public sector team comprises experts who understand the complexities of state master agreements, cooperative purchasing options, and municipal bidding procedures. This enables us to simplify procurement and minimize administrative burdens for our clients.
- **Contract Alignment:** We possess extensive knowledge of state-level IT procurement frameworks, master agreements, and grant-funded initiatives, ensuring our solutions align directly with approved channels.
- **Funding Strategy:** Beyond E-Rate, our team advises on capital planning, grant eligibility, and multi-year refresh cycles to help clients make the most of every available dollar.

Engineering Talent that Delivers at Scale

- **Enterprise-Grade Expertise:** Our engineers regularly design and implement solutions for some of the most complex commercial and enterprise environments. That experience directly translates into resilient, secure, and scalable architectures for SLED entities.
- **Full Lifecycle Delivery:** From discovery workshops and design validation to implementation, documentation, and knowledge transfer, Trace3 guarantees projects are delivered with thoroughness and transparency.
- **Security and Compliance Focus:** Our solutions are built with governance, audit readiness, and long-term maintainability in mind, which are essential in public sector environments.

Trace3 Exclusive Value to SLED Clients

- **Navigators of Complexity:** With former procurement officers, district IT leaders, and public sector specialists on our team, Trace3 helps clients cut through red tape and move swiftly from idea to execution.
- **Scalable Delivery Model:** We blend local, hands-on support with the strength of national engineering expertise, giving clients confidence that projects of any size can be completed on time and within budget.
- **Trusted Partnerships:** Trace3 sustains long-term relationships with state agencies, municipalities, and educational institutions, ensuring continuity and confidence throughout projects and refresh cycles.

Outcomes You Can Expect

- Streamlined procurement through solutions linked directly to approved SLED contracts.
- Enterprise-focused engineering applied to public sector priorities.
- Risk-reduced projects provided with audit-ready documentation.
- A reliable partner who knows how to match complex technology solutions with public sector procurement needs.

Trace3 Capabilities Overview



Figure 1: Trace3 Capabilities Overview

Mission Statement

To elevate and secure the lives of our clients, employees, partners, and communities.

Vision Statement

To always be an innovator with a commitment to business value realization for our clients.

As a Transformative IT Authority, Trace3 is the premier provider of IT solutions. We integrate IT products and services with insightful consultation in order to provide total transformation for both executives and organizations. Our elite engineers implement tomorrow's processes, systems, and hardware to solve today's most pressing IT problems, standing shoulder-to-shoulder with our clients to protect and serve their interests with the complementary business units detailed in the following illustration:

Trace3's Suite of Products and Services

Solutions	Services	Enablement	
<ul style="list-style-type: none"> • Cloud • Modern Infrastructure • Security & Networking • Data Intelligence • Technology Life Cycle Mgmt 	<ul style="list-style-type: none"> • Professional Services • Assessment & Advisory Services • Managed Services • Management Consulting • Project Management 	<ul style="list-style-type: none"> • Innovation Insight • Emerging Vendors • Research Engine • Venture Relations • Technical Certifications 	<ul style="list-style-type: none"> • Engineering Talent • Local Resources • Vendor Partnerships • Executive Services • Client Experience Portals

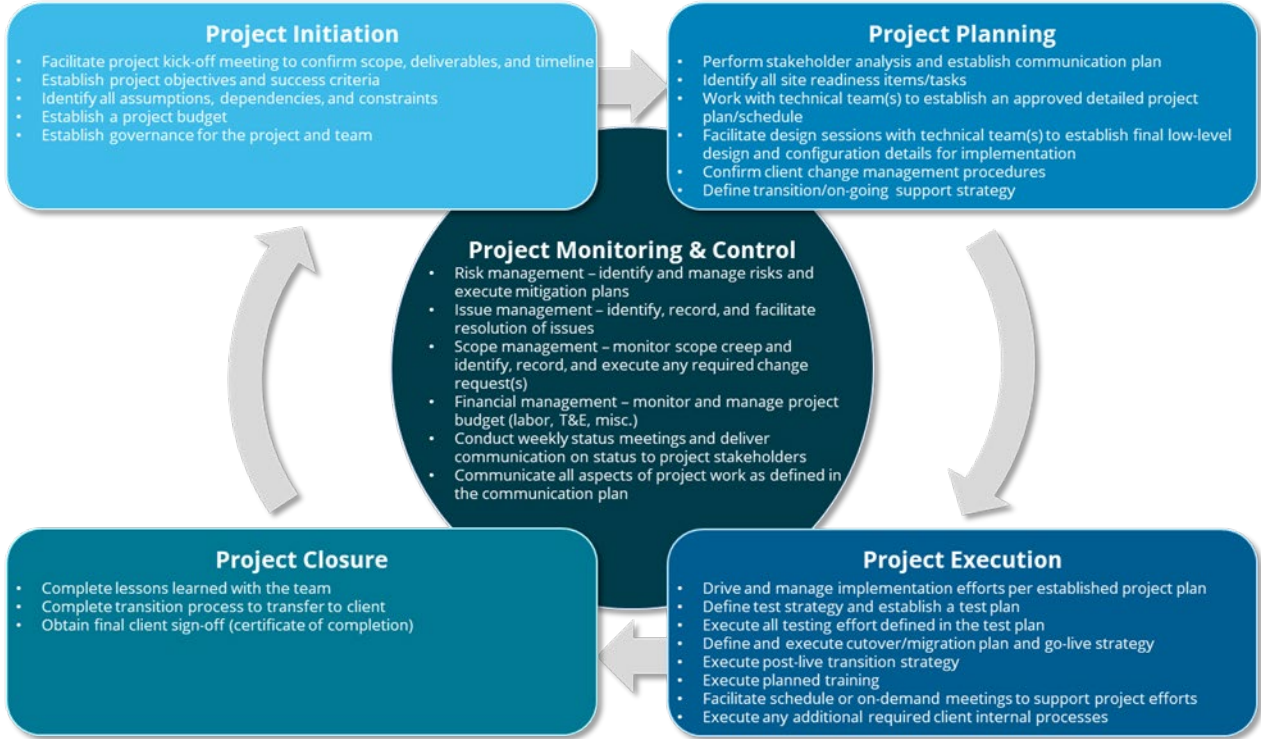


Figure 1: Trace3 Products and Services Approach

The Office of the CTO oversees the core business units supporting Trace3’s services organization. We promote a highly collaborative approach among our business units, in which leaders and consultants continually cross-train and exchange information to stay ahead of trends and remain mindful of risks. When developing a service proposal, we review all aspects of the project; in doing so, consultants from adjacent business units offer guidance in their respective areas to maximize results. Every project touches cloud, data, and security in some way.

TRACE3 SERVICES DELIVERY PROCESS

In support of Lexington Fayette Urban County Government’s RFP #12-2026 program goals and objectives, Trace3 provides services using a formal project and program management approach aligned with the Project Management Institute's PMBOK framework. The figure below illustrates Trace3’s project management and service delivery process for initiating, planning, executing, monitoring & controlling, and closing enterprise programs.



PROJECT TEAM

The Trace3 Program Manager will oversee the entire program and coordinate project management activities with Lexington-Fayette Urban County Government's Program Lead. The Program Manager will handle all engagement activities, schedule resources, and serve as the main point of contact for Lexington-Fayette Urban County Government throughout the engagement.

All Trace3 key personnel targeted for Lexington Fayette Urban County Government's RFP #12-2026 Project have extensive experience in their respective fields, have proven success in managing large \$5M+ programs, and possess the subject matter expertise needed to realize Lexington Fayette Urban County Government's vision.

PROJECT COMMUNICATION

Trace3's communication plan for Lexington Fayette Urban County Government's RFP #12-2026 starts with establishing the communication channels and meeting schedule for the overall engagement and each workstream individually. We understand that stakeholder time is valuable, and our approach balances the need for updates and progress on specific tasks with competing priorities and focused work. Whenever possible, we aim to gather information through email, messaging, shared documents, and surveys instead of meetings.



**Balanced
Communication Methods**

To sharpen our messaging and make each touchpoint as effective as possible, Trace3 conducts a thorough identification and roles & responsibilities mapping of all Lexington Fayette Urban County Government program stakeholders. We achieve this during the Discovery & Assessment phase through detailed stakeholder mapping workshops. Workshop outputs include a stakeholder register for Lexington Fayette Urban County Government with roles and contact details, as well as a comprehensive RACI matrix that outlines which stakeholders and business units are responsible, accountable, consulted, and informed for each work package, workstream, and phase.



**Targeted & Efficient
Touchpoints**

Lastly, Trace3 recognizes that with a program like this, Lexington Fayette Urban County Government will rely on multiple parties, both internal and external. Trace3 collaborates closely with Lexington Fayette Urban County Government and your chosen suppliers during the Discovery & Assessment phase to identify dependencies and map the critical path to prevent common roadblocks and delays in extensive, multi-party modernization efforts.



**Awareness of Supplier
Dependencies**

RISK MANAGEMENT

All large-scale IT programs inherently carry some level of risk, and Lexington-Fayette Urban County Government needs a trusted partner with expertise in managing the risks involved in establishing new public cloud environments, migrating critical workloads and applications, and adopting cloud-based technologies, all while navigating the regulatory complexities of a healthcare system. Trace3 actively manages risk through a comprehensive risk management plan that helps both Trace3 and the Lexington-Fayette Urban County Government identify, evaluate, and reduce uncertainties during the program. Trace3's approach emphasizes early and frequent communication and escalation to prevent risks from becoming issues, with a continuous focus on protecting Lexington Fayette Urban County Government's data, infrastructure, and operations.

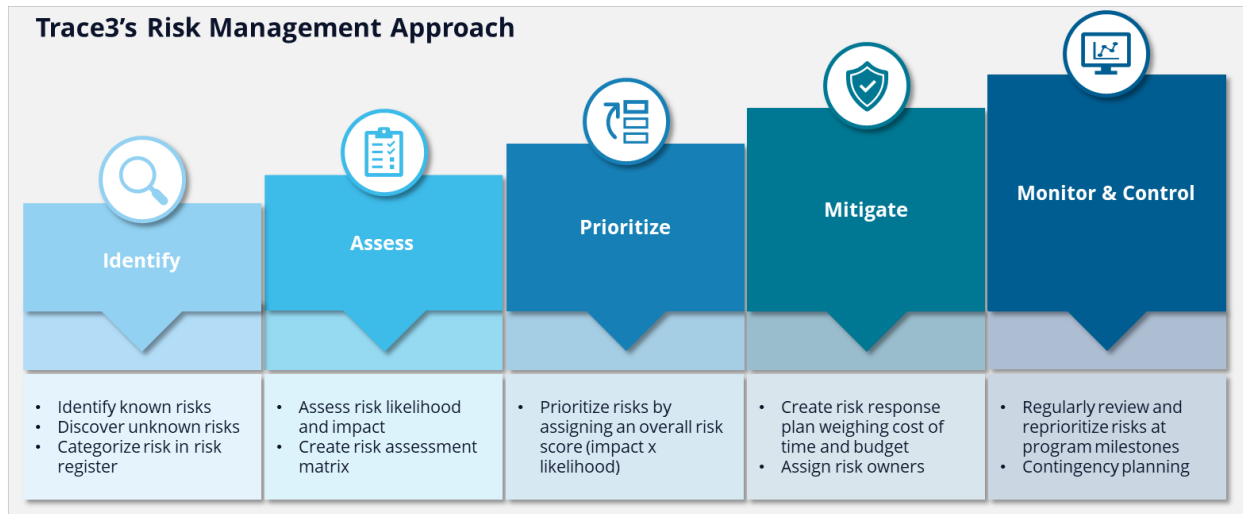


Figure 2: Trace3's Risk Management Approach

TRACE3 VALUE-ADDED SERVICES

Trace3's technology consulting mission is to enable and empower our clients to use innovative solutions. We are engaged by our clients as trusted partners who translate business objectives into technical solutions and deliver tailored, actionable results. We accomplish this by focusing on the core of a client's challenge and then bringing in experienced, cross-functional delivery teams and proven methods to guide the development of cohesive strategies and the implementation of targeted solutions. We enhance and differentiate our consulting services with:

- Leading, dynamic, and technology-agnostic expertise and frameworks
- A collaborative approach to strategy and defining optimal solutions.
- A relentless focus on the outcomes to drive our client's success.

Our 445+ elite engineers, architects, and practitioners are ready to support Lexington-Fayette Urban County Government's RFP #12-2026.

TRACE3 RELATIONSHIP MANAGEMENT APPROACH

One of Trace3's key strengths is our extensive network of partnerships and strategic relationships with industry-leading technology companies that we have built over the past twenty years. Due to our strong reputation for staying ahead of innovative technological trends, Trace3 is often sought after by technology vendors, venture capitalists, and clients.

Trace3 maintains numerous strategic partnerships with leading technology companies that provide significant value to the state. Examples of these relationships relevant to this project include Cisco, VMware, Snowflake, Databricks, AWS, Microsoft, Google, Dell, Nvidia, NetApp, Splunk, Starburst, and many others.

In several cases, Trace3 reached top-tier or elite status without our partners, based on our proven ability to deliver value to our joint customers. These partnerships benefit the Lexington Fayette Urban County Government in many ways, including:

1. Providing quicker access to vendor technical and functional capabilities
2. Providing insights into major industry trends and best practices that could be utilized by the Lexington-Fayette Urban County Government.
3. Streamlining access to vendor resources for demonstrations and other needs, as we have done with other clients, we will leverage our partner network and strategic relationships to benefit the Lexington-Fayette Urban County Government wherever possible.

If any issues or concerns arise during the various phases of the project, our dedicated Program Manager will be the first point of contact for resolution. The Program Manager will address and handle the situation, using their expertise to overcome challenges and ensure smooth progress. If escalation is needed, our clearly defined escalation process will be followed.

For any modifications, adjustments, or questions about the program, our designated Account Manager will be your main point of contact. The Account Manager is committed to ensuring the program's success and development and plays a key role in promoting effective communication and collaboration.

TECHNOLOGY ASSESSMENT TRACE3 SERVICES

COMPLIMENTARY TRACE3 ASSESSMENTS

At Trace3, we pride ourselves on always being an innovator and strategic in action. Sometimes this involves guiding clients on vision and priorities, and even taking steps with our clients to assess the current IT landscape, refine objectives, and devise an executable plan that targets bite-sized projects as part of a larger vision. As a Trace3 client, complimentary assessments are available to the Lexington-Fayette Urban County Government to help us refine the “Why” and, in turn, establish the “What” that will meet the county’s most pressing objectives and deliver the greatest impact. As a value-added resource for our clients, Trace3 offers a variety of free training, workshops, and staff development opportunities. Some examples include:

CISSP Training sessions are offered monthly.

- Cybersecurity Tabletop Training
 - Q2 Cybersecurity Tabletop (Healthcare/Life Sciences)
 - Q3 Cybersecurity Tabletop (Financial Services/Insurance/Legal)
 - Q4 Cybersecurity Tabletop (Utilities/Government and Education)
- NIST Cybersecurity Framework (NIST CSF) Guided Self-Evaluations – a four-hour free workshop designed to help an organization, agency, or department self-assess their security posture with guidance from one of Trace3’s cybersecurity executives.
- Cloud Workshop (See Appendices for sample deliverable)
- Pre-Sales Engineering Discovery Sessions

DELIVER AND VALIDATE SUCCESS (“DVS”)

Prior to outlining the breadth of services offered with Trace3, we would like to share our methodology and approach upon award of this RFP and preceding every project with the Lexington-Fayette Urban County Government. The Trace3 account team will implement our Deliver and Validate (“**DVS**”) methodology, a beginning-to-end lifecycle, value assurance program. A method to define, align on, deliver, and verify the business and technical objectives and value associated with our client’s investment.

Full Lifecycle Value Assurance

- Begin with the end in mind: We ask, “What does success look like to you?” and ensure the delivery plan, KPIs, and metrics align with the defined business objectives and financial analysis.
- Measure ongoing: We validate with the client throughout the engagement and revise as needed.
- Finish strong: The engagement is complete once we have successfully delivered to the client’s satisfaction. This includes validating efforts, results, and the business and technical value delivered to the client and providing a shareable physical representation.

IT needs to span all layers of the stack, and complete solutions require a variety of leading technologies. Each step along the way is vital and requires the kind of expertise that can see the big picture. At Trace3, we assess, design, and deploy comprehensive solutions to help you solve your most pressing IT business issues. Whether you need professional services to architect and implement new technologies or managed services to support and maintain your IT department, Trace3 can craft a solution that meets your enterprise objectives.

Custom services

- Consulting and Strategy
- SmartHands
- Migrations
- Staff Augmentation

Standard Services

- Health Checks
- Assessments
- Quick Starts
- Surveys

Configuration Services

- Integration Services
- Administrator Turnover Services
- System Management

Public Sector Services

Financial Services

Managed Services

- Cloud
- Managed Network
- Network Operations Center
- SmartHands



Trace3 focuses on the challenges that matter most to your business.

Because no two organizations are exactly alike, our experts ask the critical questions to analyze your IT infrastructure – from your end-user to your data center. We then provide solutions tailored to your specific business needs and goals. From basic enhancements to complete transformations, our team employs industry best practices to ensure you get the most out of your investment while effectively managing and securing your data.

What Makes Us Different?

Integration and Logistical Capabilities

The Trace3 warehouses and integration centers are strategically located less than two miles from an airport and a FedEx hub, and less than two hours from Ann Arbor. With over 100,000 square feet of combined warehouse and integration capacity in Grand Rapids, Michigan, the infrastructure is in place to provide enterprise-class capabilities for staging, integration, and logistics. These warehouse, staging, and integration offerings are tightly integrated with our professional services capabilities, which give us unique differentiators, including:

- Address today's challenges related to manufacturer-provided lead times.
- Simplify the complexity of large-scale deployments.
- Reduce the time to deploy the products for the business.
- Reduce logistics challenges by deploying technology to data centers, campuses, offices, or remote end-user locations.
- Free up IT staff from integration and rack builds.
- Reduce dependency on onsite storage facilities for holding equipment prior to deployment.

Network Operations Center

Technology is at the core of your business, empowering your resources to execute day-to-day activities and move the business forward. Enabling valuable IT resources to focus on strategic initiatives is imperative to sustain business growth. Managed Services provides the support your business demands while freeing IT to deliver strategic solutions that drive competitive advantage and long-term success. Trace3 has two 24/7 NOCs in Louisville, KY, and Grand Rapids, MI, to assist our customers with a range of value-added services.

Account Management

Our business is built on enduring customer relationships, which means knowing your business and thinking creatively about long-term goals. Our independent recommendations are research-based and vetted through a rigorous in-house validation process. Trace3 delivers the most forward-looking IT tools as well as a customized program to ensure smooth adoption and clear value-add.

Venture Capital Briefings

To gain a competitive advantage, it is imperative to stay ahead of the innovation curve by leading the charge to leverage bleeding-edge technology. At our exclusive VC briefings, you will be inspired to achieve limitless success through IT. Our Silicon Valley connections allow us to match your organization with emerging technologies and subject matter experts who solve the most pressing problems today. At a Trace3 VC Briefing, you will spend a day in Silicon Valley speaking with innovators handpicked to address your organization's most challenging issues.

Innovation and Research Team

Trace3's Research team identifies emerging competitive disruptors to offer organizations true solutions to real business problems ahead of the market. Our Research team examines new and emerging technologies across key technology sectors daily. The conclusions from their analysis are added to our proprietary knowledge base for client review. Magnifying our agnostic approach to delivering purpose-built solutions for clients, the research knowledge base enables our engineers to thoughtfully identify the most appropriate offering to meet a client's unique business challenge.

We deliver efficient and flexible technology solutions to clients of all sizes and across industries through our core competencies in cloud, data intelligence, ITOA, productivity, and security.

Cloud

- Strategy
- Migration
- Optimization
- Foundation
- Transformation

Data Intelligence

- Data Platform Modernization
- Data Management & Governance
- Advanced Analytics

ITOA

- Monitoring System
- Data Management
- Visualization
- System of Engagement
- System of Automation
- System of Record

Infrastructure

Productivity

- Application Virtualization
- Application Packaging & Delivery
- End User Compute

- Firewall & Micro-segmentation.
- Mobile Device Management
- User Profile & Performance Mgmt.
- vStack

Security

- Executive Security Services
- Governance, Risk, & Compliance
- Security Intelligence
- Identity & Access Management
- Security Architecture & Engineering. For more details on any of Trace3's services, visit www.trace3.com/services

To learn more about Trace3 and Trace3 in the public sector, visit:

<https://www.trace3.com/services/public-sector-services>



Cloud has become a business imperative for digital transformation, and successfully navigating organizational risks is critical. The Cloud Services team understands these challenges and serves as your guide in designing a strategy to support your objectives. See the Appendices for more information. Establish a cloud strategy to guide, support, and drive the enterprise's strategic objectives. Trace3 develops a firm foundation and understanding of your short- and long-term goals to drive an effective cloud journey.

- **HYPER-SCALE PUBLIC CLOUD INFRASTRUCTURE**

Leverage experienced, certified AWS and Azure resources to deliver value-driven engagements and programs that elevate your cloud environment's capabilities. Our consultative approach to people, process, and technology enables the development of custom solutions that align your cloud initiatives with business outcomes. Empower your team to deliver agility, scale, and security while implementing opportunities for cost optimization and billing consolidation to manage your cloud environment effectively and efficiently.

- **DEVOPS**

Enable your business to achieve greater software deployment agility, security, stability, and end-user satisfaction. Our experienced consultants help guide your team to fast-track DevOps by implementing best practices, automation, and leading-edge tools tailored to your unique needs. We provide innovative automation, configuration management, and containerization solutions to elevate your DevOps journey. Whether you are building a DevOps practice or exploring AI for application deployment automation in your hybrid cloud infrastructure, our DevOps experts can guide and support your business in reaching your objectives.

- **CONSULTING**

Implement processes and programs at a strategic level to keep your cloud journey on track. Our consultants provide thought leadership and deliver guidance and solutions across several areas of hyper-scale public cloud infrastructure. Our team can guide your business in establishing a Cloud Governance and Security Framework, developing a comprehensive Multi-Cloud Strategy, creating a Cloud Cost Management and Optimization program, or building a Zero-Trust Cloud Security model.

CONSULTING



The Management Consulting team has extensive experience guiding teams and organizations through strategic, high-visibility business initiatives to optimize performance and enhance business outcomes. Drawing on years of industry experience, our experts guide your team using a proven methodology that navigates cognitive biases and applies industry best practices to deliver the objective, critical evaluation required to transform your business. See the Appendices for more information.

CLOUD ADOPTION FRAMEWORK (“CAF”)

The Cloud Adoption Framework (“CAF”) is a Cloud Consulting service that Trace3 recommends for clients in the early phases of cloud adoption. This engagement is designed to facilitate conversation and align key stakeholders within an organization on their preparedness to address common obstacles and proactively avoid pitfalls encountered during the early stages of cloud adoption. At the conclusion of the engagement, the organization should have identified areas of existing preparedness, as well as areas of unpreparedness, which will be used to build a low-level actionable plan toward unobstructed cloud adoption. **See the Appendices for a Sample SOW, including scope particulars for this engagement. Trace3 is agnostic in its approach to provide unbiased guidance to its clients. Migration incentives are available for both AWS and Azure cloud platforms.**

DATA INTELLIGENCE AND AI



Trace3’s Data Intelligence team delivers a programmatic approach to enterprise data strategies to drive outcomes. See the Appendices for more information. Artificial intelligence and machine learning are new tools that make connections, identify relationships, surface predictions, and act more quickly than any human. At its core, AI/ML is a predictive algorithm that uses known data to infer the unknown.

Market and competitive dynamics are changing faster than human insights can respond, making now the time to leverage AI/ML. Not only is data for AI models increasingly available, but the tools have matured and are now more affordable. Trace3 helps empower our clients’ organizations and significantly impact their business outcomes. See the Appendices for more information.

INFRASTRUCTURE



Helping customers increase business agility and innovation by transforming their data center capabilities. By leveraging new and emerging technologies, we add flexibility, scalability, and efficiency to our customers’ environment. Our team of solution architects, consultants, and engineers possesses the expertise and real-world experience to guide customers through the ever-changing technology landscape, helping them design, deliver, and optimize cutting-edge data center solutions that empower them to grow securely, effectively, and efficiently. See Appendices for more information.

INTELLIGENT OPERATIONS

Data is the Currency that Organizations use to buy Operational Business Outcomes

Intelligent Operations focuses on establishing a Data-to-Decision Architecture that provides proactive monitoring, advanced analytics, and actionable insights for our customers. The goal of the analytics effort is to discover patterns - clusters or groups that naturally occur in the data - that are used to predict possible incidents and emerging behavior. These patterns help determine the root causes of current system issues and to intelligently drive automation for remediation.

Intelligent Operations centers on three pillars that transform data into insights and, ultimately, drive positive organizational change.

- **Observation** - Foundational to most enterprises, this pillar of Intelligent Operations focuses on collecting, storing, and analyzing operational telemetry, encompassing both the monitoring and data systems.
- **Engagement** - Aggregating, enriching, and correlating events, this pillar of Intelligent Operations focuses on improving operational efficiency, record-keeping, and business-process optimization.
- **Automation** - Converting manual activities into automated work streams, this pillar of Intelligent Operations focuses on process automation and orchestration.

Enabling businesses to extend visibility and expert support over their networks.

MANAGED SERVICES

The Trace3 Managed Services Group enables businesses to extend visibility and expert support over their networks. Trace3 associates and engineers focus on critical recurring IT Operations, allowing your team to focus on strategic Initiatives. This proactive operational approach improves business outcomes by driving efficiencies, reducing risk, and improving profitability.

By following industry best practices and proven methodologies, Trace3 experts deliver the support your team needs to effectively manage and empower your business. Offloading routine IT tasks to focused professionals allows your technology team to concentrate on strategic business initiatives, accelerating time to market and improving business outcomes. Operating for over 20 years, our Help Desk and Technical Assistance Center ("**TAC**") support for the Lexington-Fayette Urban County Government. The Help Desk and TAC deliver support from Network Operations Centers (NOCs) in Louisville, KY, and Grand Rapids, MI, and consistently achieve high client satisfaction ratings, as indicated by a 4.9 score on the Likert scale. When Trace3 Managed Services are utilized, they serve as a single point of contact for service request management, incident management, and problem management resolution, including coordination with UCaaS manufacturer support services when complex issues arise. Managed Services options include 8 am – 5 pm Normal Business Hours ("**NBH**") and 24x7.

Trace3 offers standard and custom Service Desk Solutions that meet client business goals and objectives. We work closely with each client to define successful business outcomes that meet those requirements.

- **MONITORING AS A SERVICE.** Protect your business, improve network visibility, and mitigate risk with proactive monitoring that enables your business to better assess vulnerabilities, anticipate network needs, and perform remediation. Proactive support and notifications for any device attached to the network. We offer Basic and Premium Services for this solution. The escalation process workflow is a Standard P3 notification sent to the client and designated technical resource as they occur via email. The electronic workflow will be in place for Normal Business Hours ("**NBH**"). Emergency or P1 Notifications will be sent to the client and designated technical resource via email as they occur, and the electronic workflow is in effect 24/7. An escalation workflow, including after-hours and emergency contacts, along with all appropriate contact information, is created as part of this service.
- **HELP DESK AS A SERVICE.** Supplement your IT department with dedicated resources that incorporate proven processes and tools to support your business when your team cannot, including after-hours and weekends. Level 1 and Level 2 HDaaS are available. The solution can be a combination of prepaid tickets or as simple as T&M Support.
- **PATCHING AS A SERVICE** Safeguard against security threats by ensuring every machine has the latest software patches installed, strengthening your overall security posture.
- **COLLABORATION SUPPORT** Maintain productivity while streamlining and simplifying communication to ensure business-as-usual, with post-implementation support for daily operational issues, keeping your team engaged, dynamic, and valuable.
- **BACKUP AS A SERVICE** Protect the operational integrity of your business by removing the challenges of off-site backups, such as a lack of resources, limited bandwidth, and growing data volumes, to successfully deploy an off-site backup repository.
- **DAY TWO SUPPORT SERVICES** Free your valuable resources to focus on strategic initiatives by leveraging Incident Response & Service Request Fulfillment offerings available after hours, on weekends, or whenever your staff is overburdened.
- **SMARTHANDS SERVICE,** operating as an extension of your existing IT team, is dedicated to supporting your data center requirements and collaborating with your business to evolve and improve your data center operations.

Trace3 has two redundant NOCs in Louisville, KY, and Grand Rapids, MI. Both are staffed by Trace3 employees, and neither service is offshored. We are available 24/7/365. See the Appendices for more information.

The Trace3 Managed Services Team uses ConnectWise Manage as our Help Desk Ticketing, Time Tracking, and Billing platform, and we invoice through Trace3's NetSuite Business Management Tool. Trace3 has the flexibility to tailor managed services to best meet the goals and requirements of the Lexington-Fayette Urban County Government. For example, we can bill per device, per hour, in blocks, or at a flat rate that includes a baseline of services.

SECURITY



SECURITY 360

Perhaps it is a client's overall security posture, specific areas, or ever-changing security and management that needs to be defined. Trace3's Security 360 program is a packaged, holistic approach that allows flexibility to maximize maturity over time. Covering ten (10) service offerings, our Governance, Risk, and Compliance team leverages frameworks and expert-level knowledge of IT security and compliance to assess your Vulnerability Management program using a workshop methodology designed to rapidly provide actionable recommendations for improving security and reducing risk. (See the Security 360 Draft Proposal in the Appendices.)

PENETRATION TESTING

Trace3's penetration testing methodology is a hybrid approach that blends traditional offensive testing with industry best practices and threat actor techniques. By using the common kill chain methodology employed by various threat actors and defensive security practitioners alike, Trace3 cannot only mimic an offensive actor but also identify gaps in defensive postures.

Our penetration testing methodology aligns with the industry-standard kill chain process and incorporates elements that simulate multiple threat actor profiles. Sophisticated reconnaissance procedures help us understand the environment and target our testing effectively. Our full methodology also allows us to think like the defender, verify and validate any defenses in place, and uncover any gaps in coverage.

The current threat landscape has changed drastically in recent years as cybercrime has evolved to include not only the theft of financial funds but also the theft of data, ranging from personally identifiable information to ownership of assets. Attackers are constantly developing new ways to compromise entities and monetize the data they access. By keeping up with current trends across all relevant market verticals for our clients, Trace3 is constantly evolving as new threats and tactics emerge in the wild. By staying well-informed about attackers, Trace3 can deliver valuable insights into where resources should be used most efficiently.

NETWORK PENETRATION TESTING

Trace3's penetration testing approach for identifying vulnerabilities and exposures across the external and internal perimeters, wireless, and/or signals/hardware threat landscapes aligns with industry standards such as the Penetration Testing Execution Standard (PTES). Trace3's approach can map to the MITRE ATT&CK Framework and other kill chains, as shown in the previous figure.

The PTES standard ensures that pre-engagement activities enable bidirectional communication of scope, business objectives, and control over the approach to measuring quantifiable risk in the current threat landscape. Trace3 will provide network artifacts and accountability for the penetration testers' whereabouts throughout the engagement.

In the intelligence-gathering phase, Trace3's penetration testing team will attempt to passively, and in some cases actively, enumerate technology, software versions, network configuration, and the people associated with the business technologies. Trace3 will attempt to gather personal and professional credentials that have been leaked to leverage in the engagement.

After the intelligence-gathering phases, the team will perform threat modeling and prioritize vulnerabilities for exploitation. Upon approval, exploiting vulnerabilities may provide the penetration tester with initial access to the environment. After initial access is gained, the penetration tester will attempt to elevate privileges, move laterally, and identify opportunities to persist and access data.

Trace3 clients' activities are intended to measure security controls, exposure opportunities, likelihood of exploitation, and potential impact or cost of exposure. If firmware is extracted from physical hardware or exfiltrated from data storage (if in scope), the penetration testing team will follow the Open Web Application Security Project's ("**OWASP**") firmware testing methodology (<https://github.com/scriptingxss/owasp-fstm>).

The client can expect remediation recommendations, risk communication consulting, and support throughout the engagement and after the engagement.

WIRELESS PENETRATION TESTING

Trace3's wireless penetration test offering includes assessments of employee awareness and the wireless access points ("**AP**") ecosystem. During the intelligence-gathering phase, the team will attempt to identify other buildings, such as Starbucks locations, hotels, and nearby Wi-Fi lounges, that employees commonly visit. If possible, data from war dialers may be used to identify Wi-Fi lounges that allow the penetration testing team to transmit known beacons to client devices and de-authenticate them from APs, thereby enabling man-in-the-middle attacks ("**MITM**"). If applicable to the engagement, live portal attacks may also be used to gather credentials via wireless channels.

The wireless penetration team can perform multiple Wi-Fi attack techniques, including eavesdropping, authentication attacks, encryption cracking, rogue wireless devices, peer-to-peer attacks, MAC spoofing, management interface exploits, wireless hijacking, and social engineering, as applicable to the

engagement. The penetration testing team is prepared to tackle the most common authentication protocols today, including WEP, WPA, WPA2, EAP-FAST, EAP-LEAP, and others.

WEBSITE AND MOBILE PENETRATION TESTING

Trace3 penetration testing organization aligns with the OWASP Web Application Security Testing Guide version 4.2 (https://owasp.org/www-project-web-security-testing-guide/latest/4-Web_Application_Security_Testing/) and the OWASP Mobile Security Testing Guide (<https://owasp.org/www-project-mobile-security-testing-guide/>) for Website and Mobile Android/IOS applications.

During the pre-engagement period, the Trace3 penetration testing team works to understand the use case for a website or mobile application. Although this phase is not essential, a more complete understanding of the customer organization's website, mobile applications, supply chain, business processes, and technologies can greatly enhance the specificity and value of our testing.

TRACE3 PHYSICAL ACCESS CONTROL AND FACILITIES PENETRATION TESTING

Physical security posture should be viewed as a series of barriers designed to dissuade or hinder an adversary, thereby slowing their progress and increasing the cost of unauthorized access. If the time and cost of success exceed the adversary's acceptable threshold, the adversary will either decline to attack or fail in the process. No security system or technology can thwart all threats without human supervision and intervention. In the most effective environments, security systems and technologies should make the owners and controllers of a given facility or resource aware of threats and provide sufficient information to determine and execute an appropriate response.

Trace3 field teams use a variety of methods that reflect techniques and resources common among potential adversaries in real-world scenarios. A physical penetration test is divided into three phases: Reconnaissance, Live Engagement, and Documentary.

Reconnaissance:

During Reconnaissance, field agents use a combination of publicly available information, direct observation, and social engineering to build an intelligence profile of the target. Information gathered in this initial phase is used to model the layout and scope of Live Engagement, increasing the likelihood of success.

Live Engagement:

In the Live Engagement phase, agents use information gathered during Reconnaissance to gain ingress to the target facility and to gain the trust of any human interceders encountered in the process. Because each facility and environment is unique, agents will use techniques or methods deemed most appropriate at the time.

Documentary:

Because the Live Engagement phase is often limited in scope due to time and practicality, the final Documentary phase is used to document in detail the issues observed during Live Engagement. During this time, agents may also investigate and research auxiliary attack methods with the highest likelihood of success. To account for both internal and external threats, agents will also formulate methods of compromise originating within the facility, whether from potential employees, vendors, or contractors.

TRACE3 SOCIAL ENGINEERING SUMMARY

Trace3's social engineering penetration testing offering includes OSINT, employee awareness testing, DNS configuration testing, and email ecosystem testing. Attack vectors include pretexting, quid pro quo, and various forms of phishing.

Upon approval, the following attack types are spear phishing, whaling phishing, and non-targeted phishing. The attacker's mission is to execute malicious code to gain access to a system or to obtain credentials. Vishing and smishing techniques try to persuade victims to reveal information and/or perform various tasks. Business email compromise, open relays, and exposed subdomain hijacking opportunities are leveraged to spoof or masquerade as a trusted individual or electronic asset.

Trace3 attempts to exploit identified vulnerabilities to determine the actual risk. All information security assessment methodologies follow accepted industry standards and best practices. Our penetration testing engagements are conducted in seven distinct phases. The kill chain methodology maps common attacker activities to the three most common threat actors. See the Appendices for more information.

PENETRATION TESTING METHODOLOGY

Trace3's External Penetration Test offering assesses the target network's external (public-facing) exposure to identify vulnerabilities that an attacker could exploit over the Internet. This includes testing for remote code execution, weak configurations, out-of-date application patches, and insecure services or protocols that could be exploited to gain unauthorized access to your network. Common services such as DNS, SMTP, IMAP, SMB, RDP, FTP, Telnet, SSH, SNMP, HTTP, and HTTPS will be discovered and assessed for vulnerabilities. Trace3 will attempt to exploit identified vulnerabilities to determine the actual risk. All information security assessment methodologies follow accepted industry standards and best practices. Penetration testing is conducted in seven distinct phases:

DISCOVERY	RECONNAISSANCE	An attack surface of the target is created by using automated and manual techniques. This phase helps determine the host operating systems, web pages, exposed ports and services, network segmentation, and other details that will be used in subsequent phases of testing.
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	VULNERABILITY IDENTIFICATION	Automated scanning and manual techniques are used to identify vulnerabilities for the systems in scope. Each host is checked using industry recognized vulnerability scanning tools. Moreover, any misconfigurations that could potentially lead to a compromise are identified.
ANALYSIS	DEVELOP ATTACK PATTERNS	The findings from the Discovery phase are analyzed to formulate a series of attack scenarios giving Trace3 the best opportunities to achieve the end objectives of the project.
EXPLOITATION	EXECUTE ATTACKS	Manual attempt to compromise assets in scope. Privilege escalation methods and pivot attacks are often employed on compromised systems to attempt further access to additional systems and data.
	DEMONSTRATE ACCESS	Capture screenshots and/or sensitive data which clearly demonstrate the access achieved and the business impact.
REPORTING	AUTHOR REPORTS	Exploited critical and high-risk vulnerabilities are prioritized for detailed reporting purposes, while all findings identified as medium, low, informational, and false positives are captured in summary format.
	PEER REVIEW	All Penetration Test reports are reviewed by the Principal Resource on the engagement. Findings are double checked for accuracy and applicability.

VULNERABILITIES IDENTIFIED

The following is a list of vulnerabilities the Trace3 External Penetration Test looks to uncover:

<ul style="list-style-type: none"> ▪ Application Profiling and Information Disclosure ▪ Default Banners ▪ Unhandled Error Conditions ▪ HTML/JavaScript Comment Information Leakage ▪ Extraneous Content in Web Root ▪ Source Code Disclosure ▪ Robots.txt Path Disclosure ▪ Content Expiration and Cache Control ▪ Referrer Header Leakage ▪ Account Enumeration ▪ Backup/Archive Content 	<ul style="list-style-type: none"> ▪ Platform and Third-Party Misconfiguration ▪ Default Administrative Credentials ▪ Default Content and Scripts ▪ Weak SSL Implementation ▪ Flawed Use of Cryptography 	<ul style="list-style-type: none"> ▪ Cookie and Session Handling ▪ Session Fixation/Hijacking ▪ Set-Cookie Weaknesses ▪ Sensitive Information Disclosure ▪ Cookie Poisoning ▪ Multiple Simultaneous Login Allowed ▪ Session Timeout ▪ Explicit/Implicit Logout Failures ▪ Cookieless Sessions ▪ Custom Session Management
<ul style="list-style-type: none"> ▪ Command Injection Flaws* ▪ SQL Injection ▪ XPath Injection ▪ SSI/OS Command Injection ▪ Script Injection/Upload ▪ Cross-Site Scripting (XSS) ▪ Buffer Overflow 	<ul style="list-style-type: none"> ▪ Logic Flaws ▪ Privilege Escalation ▪ Sensitive Information Disclosure ▪ Data Mining/Inference ▪ Functional Bugs ▪ Application-Specific Control Failures ▪ Weak Data Validation ▪ Race Conditions ▪ CPU-Intensive Functions 	<ul style="list-style-type: none"> ▪ Client-Side Technology Flaws ▪ Exposure of Sensitive Business Logic ▪ Reliance on Client-Side Validation ▪ AJAX/Web Service Flaws ▪ Java Applet/ActiveX Control/Flash Weaknesses
<ul style="list-style-type: none"> ▪ Authentication and Authorization 		
<ul style="list-style-type: none"> ▪ Unauthenticated Sensitive Content ▪ Poor Separation of Privilege ▪ Brute-Force Login ▪ Weak Password Policy 	<ul style="list-style-type: none"> ▪ Account Lockout/Denial of Service ▪ SSO Weaknesses ▪ Security Question Weaknesses ▪ CAPTCHA Flaws 	

*Please note: Some command injection flaws cannot practically be identified using run-time analysis alone. The only way to ensure the application is secure against command injection is through thorough source code analysis. However, obvious injection flaws will be discovered, and injection flaws will be flagged for review even if an exploit cannot be confirmed.

GOVERNANCE, RISK, AND COMPLIANCE (GRC)

SECURITY PROGRAM ASSESSMENT

The Trace3 security program assessment offering is designed to evaluate the security program's strengths and weaknesses, identify risks, and prioritize remediation. The assessments can be mapped to various frameworks, including the NIST Cybersecurity Framework, CIS Controls, PCI-DSS, SOC 2, and more. Additionally, Trace3 can scope the engagements to focus on individual business units, business processes, or the enterprise.

Security program assessment engagements follow industry standard practices, focusing on:

- Pre-assessment questionnaires provide valuable insights for assessment teams regarding areas to target, who should be involved, etc.
- Interviews with key stakeholders to better understand the business drivers, compliance requirements, control environment, risks, and countermeasures.
- Documentation review to identify which policies and procedures may be involved and how effective they are at addressing risk and guiding activity across the organization.
- Report briefing to provide a comprehensive knowledge transfer to the organization on strengths, areas for improvement, and specific, prioritized recommendations.

Trace3 can also provide remediation roadmap planning sessions as part of the program assessment engagements. These sessions provide high-level guidance for implementing desired remediation activities over a multiyear timeframe and serve as a valuable tool for communicating with both executive teams and operational personnel.

IT RISK ASSESSMENT

The Trace3 IT Risk Assessment model aligns with NIST 800-30 guidance and can be applied across organizational tiers. Risk assessments at all tiers include an evaluation of vulnerabilities, threat actors, events, and control effectiveness. NIST defines the tiers as follows:

- Tier 1 – Organization level
- Tier 2 – Individual lines of business or business units
- Tier 3 – Information system level

Trace3 further leverages well-defined threat events within the NIST ecosystem, as well as emerging threats relevant to the client, as a baseline for assessment. Once threats are identified, a controls assessment is performed to identify existing vulnerabilities and countermeasures, enabling a more complete risk profile. This helps ensure the organization gets the most value from the risk assessment and can make well-informed decisions about future investment.

RISK MANAGEMENT PROGRAM DEVELOPMENT

Trace3 leverages industry-standard risk management frameworks, such as the NIST RMF and COSO, to build custom risk management programs that help organizations identify and manage risk over time. This is achieved by layering processes and technology to identify and catalog risk, develop risk evaluation

criteria, establish a forum, and define the frequency of risk reviews. Further, Trace3 assists with building dashboards composed of relevant key risk indicators (KRIs) that communicate risk to key stakeholders.

By effectively identifying, managing, and communicating risk, organizations can better protect themselves against the constant onslaught of emerging threats. Moreover, organizations can ensure they invest in the areas that address their key risks. See the Appendices for more information.

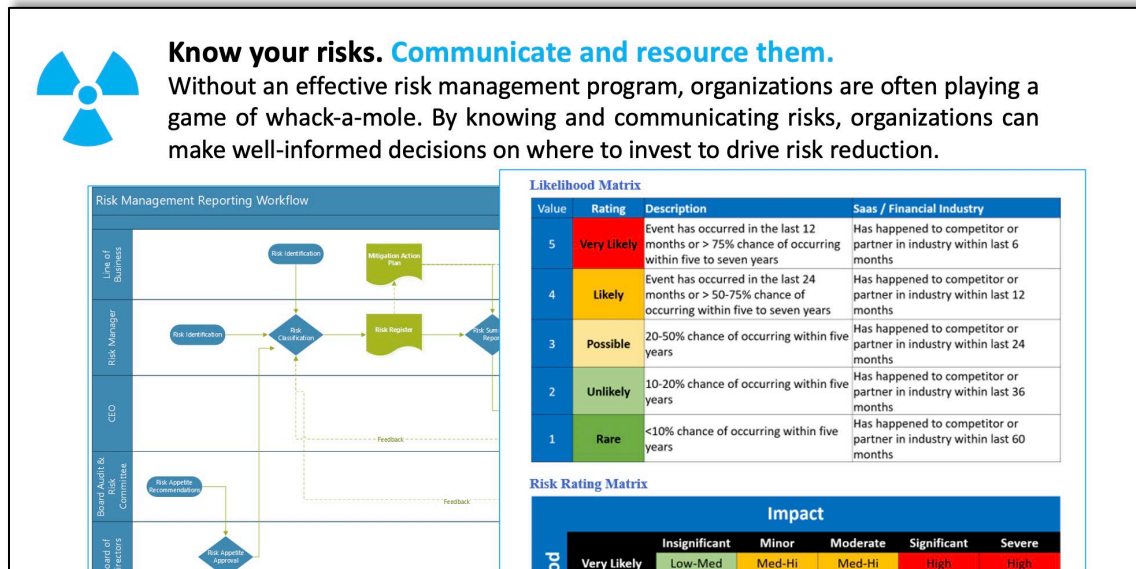


Figure 3 – Know the Risks

GRC PROGRAM DEVELOPMENT

Trace3 supports organizations in meeting compliance requirements through proactive, strategic compliance management planning. The Trace3 GRC Program Development offering helps stop the fire drills of compliance audits by organizing the organization's compliance activities (controls) against its compliance requirements. Trace3 identifies the controls and relevant metadata, such as control ownership, review criteria, review frequency, and more. Then, Trace3 can map those controls to multiple compliance frameworks and assist with control reviews. Further, Trace3 can implement and/or support technology to help streamline the GRC program and ensure success over time.

By bringing technology and organization to compliance challenges, Trace3 can help streamline audits and reduce the overall burden.



Don't Guess You're Compliant. Know It.

Governance, risk, and compliance doesn't have to be difficult. Trace3 can help you operationalize your GRC process. Whether you have a tool in place today or need to build a process from the ground up, Trace3 can help.

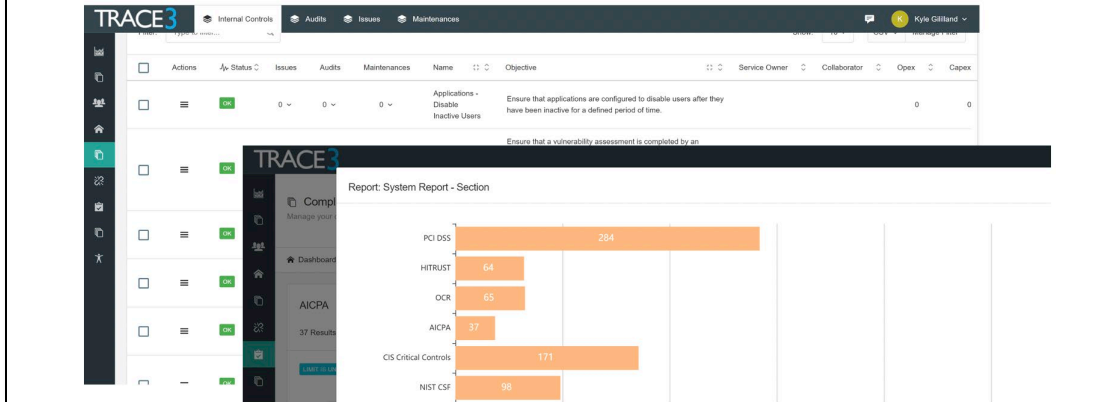


Figure 4 – Don't Guess You're Compliant

BUSINESS CONTINUITY PLANNING AND INCIDENT RESPONSE PLANNING

Trace3 can support the development of governance in BCP and Incident Response. Following NIST guidance, Trace3 works with its clients to identify key business processes, support information systems and vendors, and develop documents and artifacts that guide recovery. Typical governance initiatives in this area involve creating a business impact analysis (BIA) that drives additional documents, including the BCP and Incident Response Plan.

Trace3 consultants engage with line-of-business leaders to understand the key business processes performed, the criticality of those processes, and the expected recovery time objectives (RTOs) for the tools used to complete them. The consultants then work with IT and external vendors (as necessary) to assess current recovery capabilities and identify potential misalignments. Final recovery documentation leverages BIA input to drive criticality tiering and overall recovery operations. See the Appendices for more information.

SOFTWARE DEVELOPMENT

Trace3 doesn't offer Software Development as part of our core services. However, based on the scope of the project, we can leverage one of our hundreds of partners, specifically one that aligns with Lexington-Fayette Urban County Government's participation goal to utilize MBE/WBE/Disabled Veteran contractors.

COMPANY AND STAFFING INFORMATION

BUSINESS/FIRM PROFILE AND LEGAL STRUCTURE

Trace3, LLC

- **Kentucky Offices**

 - **Lexington**

 - 4040 Finn Way, Suite #210, Lexington, KY 40517

 - **Louisville**

 - 9300 Shelbyville Road, Suite #850, Louisville, KY 40222

- **Corporate Headquarters**

 - 7565 Irvine Center Drive, Suite 200

 - Irvine, CA 92618

 - 877-575-8877

- **East Coast Corporate**

 - 5555 Corporate Exchange Court SE

 - Grand Rapids, MI 49512

 - 877-575-8877

- FEIN: 95-4876514

- legal@trace3.com

Website:

www.trace3.com

LinkedIn:

<https://www.linkedin.com/company/trace3/>

Twitter:

<https://twitter.com/trace3>

Facebook:

<https://www.facebook.com/Trace3.Corp>

Instagram:

https://www.instagram.com/trace3_ig/

Staffing

We are confident that Lexington-Fayette Urban County Government will be well-equipped with Trace3's team of accomplished industry experts. However, due to the broad scope of this RFP and our specialized Trace3 resources, it's difficult to identify specific resources for all potential engagements as part of this RFP. The Trace3 Kentucky team has over 80 local resources in Louisville and Lexington, and nationwide, we have a 12:1 ratio of engineers to sales experts across all business units. Upon project discovery with the Lexington-Fayette Urban County Government, resources will be identified. However, the following individuals represent the dedicated local account team:

- **Michael Wiatrowski**

Account Manager at Trace3, where he supports State, Local, and Education (SLED) customers across Kentucky. He specializes in building strategic relationships with public-sector organizations, helping them modernize IT infrastructure, strengthen their cybersecurity posture, and adopt innovative technology solutions that improve service delivery. Michael works closely with stakeholders across agencies and institutions to align business objectives with scalable, secure solutions, serving as a trusted advisor throughout the lifecycle of each engagement.

- **Mike Phelps**

Public Sector Specialist with 20+ years of experience leading sales and delivery teams in Kentucky. Mike brings extensive experience with contract compliance, state and local contracting, and OEM experience. Mike's consultative approach ensures the right business outcomes are understood and aligned with OEMs, contracts, and purchasing requirements.

- **Brady Reeg**

A Solutions Architect specializing in Cybersecurity, Physical Security, and Networking with a wide range of general expertise. Brady will be your dedicated resource and first technical point of contact for all architectural and design needs. Brady is a SLED-focused engineer who understands the needs and challenges of local government organizations.

- **Terri Rice**

Inside Representative at Trace3, supporting State, Local, and Education (SLED) customers across Kentucky. She plays a key role in driving account growth by coordinating closely with field teams and partners, managing day-to-day client engagement, and ensuring a seamless sales and support experience. Terri is focused on understanding customer needs and aligning them with the right technology solutions to help public sector organizations operate more efficiently and effectively.

Analytics Consultant: The Trace3 Analytics Consultant specializes in Data, Business, and Visual Analytics. The consultant leads the design and implementation of automation and process improvements using information technology and systems. The consultant will gain a deep understanding of the client's current

front-end data processes and visual analytics, empowering the client through automation, dashboarding, and education.

The **Advanced Services Architect (ASA)** provides technical expertise across all phases of the E3 Methodology. In the Envision Phase, they support Health-Checks, Assessments, Discovery and Documentation, and Pre-Sales validation efforts (works with EA). In the Engage Phase, they support Low-Level Design (works with EA) as well as Remediation, Staging, Implementation, and Migration, especially when new technology is involved. All these duties fall within the ASA's area of technical expertise. In the Evolve Phase, they help position appropriate support services to help the customer operationalize their solutions, including Education Services, Managed Services, or both.

The **Engagement Architect (EA)** is a hybrid role spanning both Product and Services. The EA primarily supports clients by completing Pre-Sales (Envision Phase) Deliverables, including Service Briefs, Bill of Materials, Scope of Services, Level of Effort, and the Solution Proposal, and by developing content for the Statement of Work. The EA also supports clients by completing Post-Sales (Engage Phase) Deliverables, such as Low-Level Design, generating collateral and documentation that support the project's architectural and delivery needs, and conducting the Documentation Review at the end of the project. All these duties fall within the EA's area of technical expertise. The EA oversees the entire customer lifecycle, from pre-sales through delivery. Our senior EAs are experts in architecting traditional and modern data center infrastructures, with prior experience in senior IT and data center architecture roles at leading technology integrators and Fortune 500 companies across a variety of vertical markets, including Healthcare, Finance, Retail, Manufacturing, and Utilities.

The **Advanced Services Engineer (ASE)** provides technical expertise primarily in the Engage Phase of the E3 Methodology. As such, they are less focused on Product and Architecture and more focused on the Delivery aspects of a project. They support duties including Discovery and Documentation, Low-Level Design, Remediation, Staging, Implementation, and Migration (works with ASA). All these duties fall within the ASE's area of technical expertise. This role demands thorough technical knowledge in a defined area of expertise (Storage, Networking, Security, Virtualization, etc.).

The **Advanced Services Associate Engineer (ASAE)** provides technical expertise, primarily in the Engage Phase of the E3 Methodology. As such, they focus on the Delivery aspects of a project. They support duties including Remediation, Staging, Implementation, and Migration (works with ASE). This role requires thorough technical knowledge in a defined area of expertise (Storage, Networking, Security, Virtualization, etc.).

Director of Analytics and Visualization: The Trace3 Director of Analytics and Visualization has over 20 years of technology and management consulting experience across business and marketing strategy, operations improvement, product development, and IT. He is a technologist who works within and alongside the lines of business, targeting business outcomes and metrics through analytics and fit-for-purpose technologies. The Director assesses business and operational drivers; defines use cases and process and technology requirements; architects capability roadmaps; and drives implementation and benefits realization. He is also focused on advanced analytics, including machine learning and deep learning, and combines them with industry and functional expertise to achieve scalable business outcomes.

ITOA Engineer, Architect, and Principal:

ITOA Engineers have completed technical training and certification, or have equivalent years of experience, qualifying them to implement the corresponding technology across single and multiple complementary disciplines. Responsibilities include using an established design to install, configure, and support complex technology platforms. These activities are typically followed by documentation and participation in customer-facing presentations to discuss the work performed.

ITOA Architects often hold multiple certifications to support the design and assessment of technical systems. During the design process, Architects will work with customers to identify stakeholders, clearly define requirements, and determine the appropriate technical activities that must be completed to achieve the desired outcome.

ITOA Principals have strong technical backgrounds spanning a wide range of technologies. These individuals provide technical leadership within a cross-functional team and focus on delivery oversight to ensure project outputs meet or exceed our high standards. Principals develop and maintain vendor relationships and adapt our deployment methodology or best practices based on technology or concept improvements. The Trace3 ITOA team brings an average of 15 years of experience.

Principal Governance Consultant: The Trace3 Principal Governance Consultant has over 20 years of experience in data governance, business and systems analysis, project management, software requirements, design, and specification development, use case creation, and enterprise document management across a variety of industries, including financial and healthcare. The Principal Consultant has authored numerous industry white papers on the Analytics Development Life Cycle, Blockchain, and IoT.

Project Managers: The Project Manager owns the assigned project in all aspects (planning, scope, schedule, budget, risk, billing, and deliverables) and leads according to the documented Company Project Management Framework. Responsible for several mid-size and smaller projects at any given time, the PM builds effective relationships with a diverse group of professionals (engineers, customers, IT Directors/VPs, C-Level Executives, Sales Account Managers, operations personnel, etc.) both internally and externally.

SEC Solutions Architect: The Trace3 Solutions Architect serves as an expert and trusted advisor, providing guidance to support sales activities. The Solutions Architect is an ambassador for the Business Unit and sells Trace3 offerings to Account teams and managers, who then sell those offerings to customers, with ongoing support from the Solutions Architect. This role is customer-facing and requires strong communication skills across multiple disciplines.

SEC Senior Engineer: The Trace3 Senior Engineer builds on the Engineer role as a senior resource focused on multiple complementary disciplines. Senior Engineers often hold multiple certifications to support the design and assessment of technical systems. During the design process, Senior Engineers work with customers to identify stakeholders, clearly define requirements, and determine the appropriate technical activities required to achieve the desired outcome.

Senior Principal Architect: The Trace3 Senior Principal Architect has applied business and technical expertise to unlock and manage the wealth of information within data repositories more efficiently. The architect has deep expertise in Hadoop, is Cloudera-certified, and has served as the lead Architect for Trace3's most complex and highly successful Data Intelligence projects.

SmartHands Data Center Technician: Our 'Hands and Feet' Resources perform Data Center Rack Installations, Structure Cabling Installation, Cabinet Adjustments, PDU Installations and configuration, and infrastructure rack and stack. The Data Center Technician is the first line for incident response and triage, alert validation, and moves, adds, and changes to the data center's environment. For inventory control and asset management, our resources create, update, and maintain rack elevations, port-to-port diagrams, and power matrices.

AMS Transition Architect (TA) and Transition Manager:

The Transition Architect (TA) focuses on evaluating, designing, and implementing complex enterprise infrastructure solutions to support migrations. The TA has broad data center engineering skills and provides guidance on methodologies, technologies, and strategies to address customer requirements. They provide technical advice for areas such as data center consolidations and migrations; array- and host-based data replication approaches; scripting for data extracts that support inventory data aggregation and infrastructure health checks; and the selection of virtualized workload migration tools. The role also involves developing approaches for hosting sites and public cloud targets, collaborating with the Project Manager to drive complex, multi-phased customer migrations to successful completion, and validating migration timelines, hour-by-hour migration plans, and move group workbooks.

The **Transition Manager (TM)** owns all aspects of project management, including planning, scheduling, budgeting and billing, deliverables, and resource management. They are the primary point of contact for customers, including engineers, IT Directors/VPs, C-Level Executives, Sales Account Managers, operations personnel, and business owners. The TM builds effective relationships with the customer's diverse group of professionals and manages communication to key stakeholders throughout the life of the program/project. The TM also identifies and incorporates all customer internal processes into the planning and execution of the migrations, ensuring the project is executed effectively on time by the proper personnel, with measurable completion of the activities.

The Advanced Services team has expertise in the complexities and requirements of IT project, program, and portfolio management across federal, state, and local government environments. Our team designs, implements, and maintains processes, applying process improvement to maximize the delivery of IT value through our Project Management Office (PMO) for clients in the government sector and commercial enterprise technologies. Our PMO approach brings leadership together to prioritize project needs and direction through solid planning, budgeting, communication, coordination, and delivery vehicles, all facilitated by IT leadership.

Trace3 **Security** employs leading Subject Matter Experts (SMEs) across multiple security domains and has served as a go-to training provider for Covert Methods of Entry for commercial enterprises and government for over eight years.

Professional Credentials:

- Professional Locksmith Certifications
- Professional Safe and Vault Technician Certifications
- Government Services Administration Safe and Vault Certifications
- Access Control Technician Certifications

- Sensitive Compartmented Information Facility (SCIF) Construction
- Certified Executive Protection Specialists
- Law Enforcement Instructors
- Offensive Security Certified Professional
- Certified Ethical Hacker
- eLearnSecurity Certified Professional Penetration Tester (v2)
- CompTia Network+
- CompTia Security +
- CISSP
- CISM
- CIPP/US
- SANS GLEG – Law of Data Security & Investigations
- VMware Certified

Professional Affiliations:

- InfraGard (FBI)
- Security Industry Association (SIA)
- Associated Locksmiths of America (ALOA)
- Safe and Vault Technicians of America (SAVTA)
- National Tactical Officers Association (NTOA)
- International Law Enforcement Educators Training Association (ILEETA)
- SysAdmin, Audit, Network, Security Institute (SANS)
- The Open Organization of Lockpickers (TOOOL)
- National Child Protection Task Force (NCPTF.ORG)



Project Management

The Project will be managed using formal project management methodologies consistent with the Project Management Institute's Project Management Body of Knowledge (PMBOK) framework, which can integrate with and align to existing PMO processes and Agile methodologies. The following is a list of common Project Management tasks performed to achieve successful project outcomes:

- **Project Initiation**
 - Facilitate the Project Kick-Off and confirm the scope, deliverables, and timeline.
 - Establish the project objective and success criteria.
 - Identify all assumptions, dependencies, and constraints.
 - Establish the Project budget.
 - Establish governance for the Project and team.
- **Project Planning**
 - Perform stakeholder analysis and establish the Communication Plan to be executed throughout the Project.
 - Identify all site readiness items/tasks.
 - Work with technical team(s) to establish an approved detailed Project Plan/Schedule
 - Facilitate design sessions with technical team(s) to establish the final low-level design and configuration details for implementation.
 - Confirm Client Change Management Procedures
 - Define the transition/on-going support strategy.
- **Project Execution**
 - Drive and manage implementation efforts per the established Project Plan
 - Define a Test Strategy and establish a Test Plan
 - Execute all testing efforts defined in the Test Plan
 - Define and execute the Cutover/Migration Plan and Go-live strategy
 - Execute the post-live transition strategy
 - Execute the planned training (if applicable)
 - Facilitate schedule or on-demand meetings to support project efforts
 - Execute any additional required client internal processes.
- **Closure**
 - Complete Lessons Learned with the Team
 - Complete the transition process to transfer to the Lexington-Fayette Urban County Government
 - Obtain final Lexington-Fayette Urban County Government sign-off (Certification of Completion)

BRIEF HISTORY OF BUSINESS/FIRM, INCLUDING THE DATE THE BUSINESS/FIRM WAS ESTABLISHED UNDER THE CURRENT NAME.

Trace3 is a premier provider of consulting services and advanced technical solutions for information management. Founded in 2002, Trace3 empowers organizations to navigate the ever-changing IT landscape through elite engineering and dynamic innovation. With deep roots in the data center, Trace3 offers a broad range of end-to-end technology services and solutions, spanning artificial intelligence, data insights, cloud computing, and security consulting. Trace3 also maintains a Venture Capital (VC) CIO

Briefing program focused on emerging technologies and provides clients with extensive primary research on the latest IT trends. The company continues to expand its footprint, with a base of more than 6,000 clients, 1,700 employees, and offices across the United States. Trace3, LLC, has strong financial backing and is privately held by H.I.G Capital.

TRACE3 MISSION AND VISION STATEMENTS:

MISSION STATEMENT

To elevate and secure the lives of our clients, employees, partners, and communities.

VISION STATEMENT

To always be an innovator for our clients, to act strategically, and to be committed to business value realization by operationalizing new technology solutions with world-class consulting and elite engineering.

As a Transformative IT Authority, Trace3 is the premier provider of IT solutions. We integrate IT products and services with insightful consulting to deliver total transformation for executives and organizations. Our elite engineers implement tomorrow's processes, systems, and hardware to solve today's most pressing IT problems, standing shoulder to shoulder with our clients and working with complementary business units to protect and serve their interests.

Trace3, LLC is a privately held company and typically does not release financial statements when responding to requests for proposals. If financial statements are required for the RFP and an NDA is in place, the Trace3 Account team will connect Trace3's financial representative with a named contact within your organization so this information can be sent directly.

EXPERIENCE/REFERENCES

The following government and enterprise client engagements include core components and deliverables aligned with the objectives of the Lexington-Fayette Urban County Government. To respect our clients' privacy, the Trace3 account team can, upon down-selection and request, coordinate introductions to the following clients. **Additional references are available upon request.**

1. Louisville Metro Government

Preston Combs

Preston.Combs@louisvilleky.gov

Trace3 has been working with the Louisville Metro Government as a strategic partner on several modernization and security initiatives, including upcoming projects to enhance Wi-Fi and internal network infrastructure and to support a large low-voltage cabling installation RFP, in coordination with Metro stakeholders such as Preston Combs.

We have aligned our capabilities with Metro's capital projects for Enhanced Network Infrastructure & Cybersecurity and related cyber upgrades, focusing on strengthening defense-in-depth, minimizing the threat surface, and supporting secure remote work for Metro employees. Alongside this, we have assisted in planning the modernization of enterprise CRM systems to enhance constituent services across various Metro agencies.

Trace3 has also led the response to Metro's multi-vendor Hardware, Software, and Peripheral Equipment RFP #260129, negotiating commercial exceptions and coordinating a dedicated security review to ensure that Trace3's data protection posture and contract terms align with Metro's compliance requirements.

2. University of Kentucky

Dan O'Brien

danobrien@uky.edu

(859) 257-1940

Trace3 has been a strategic partner to the University of Kentucky for more than twelve years, delivering more than 100 critical infrastructure and network projects, including the UK HealthCare EPIC EMR deployment and a campus-wide refresh of more than 4,000 wireless access points. Most recently, we responded to RFP UK-2550-26 – Networking Products and Services with comprehensive technical and financial proposals that leverage state contracts and aggressive discounts across Cisco, Dell, Fortinet, NAC, wireless, and network software, along with a 1% annual rebate to reinvest in training and innovation for UK. In parallel, we are providing general consulting services—a 526-hour engineering and architecture engagement spanning Palo Alto, Cisco, wireless/ISE, ThousandEyes, advanced troubleshooting, and incident response—as well as Infoblox assessment and upgrade support, delivered with Threadfin, to strengthen DNS/DHCP/IPAM operations. These efforts build on additional projects, such as the BBSRB network refresh, reflecting a long-term, solution-agnostic approach to modernizing UK's campus and healthcare networks.

3. Union County Kentucky

Johnathan Baird, IT Director

johnathan.baird@unioncountky.gov

Trace3 has partnered with Union County, KY, to modernize connectivity and communications across the Fiscal Court and Courts locations, starting with a detailed services inventory and design for WAN/Internet, voice/UC, and LAN/Wi-Fi at nearly twenty county sites. Our work has included mapping existing circuits, UC seats, IP phones, and edge switching, then developing comparative designs and pricing with multiple carriers (including Accelecom, AT&T, Spectrum, Comcast, NHC, and AireSpring) to standardize on 500 Mb–1 Gb services and improve reliability and coverage. This analysis positions Union County to reduce fragmented contracts, enhance network performance, and support more resilient voice and data services for county operations.

Proposal Pricing

Consulting/Cloud/Dev Ops	Rate
CLO Associate Engineer	\$118.00
CLO Engineer	\$196.00
CLO Architect	\$268.00
CLO Sr. Engineer	\$222.00
CLO Sr. Architect	\$335.00
Associate Cloud FinOps Consultant	\$160.00
Sr. Cloud FinOps Consultant	\$232.00
Sr. Director Cloud FinOps	\$472.00

Security/Networking/Infrastructure	Rate
SEC Associate Engineer	\$106.00
SEC Engineer	\$200.00
SEC Sr. Engineer	\$233.00
SEC Architect	\$282.00
SEC Sr. Architect	\$323.00

Database & Data Platforms	Rate
DA Data Analyst	\$131.00
DA Data Engineer	\$149.00
DA Sr. Data Engineer	\$215.00
DA Architect	\$266.00
DA Sr. Architect	\$314.00

*Trace3 does not deliver GIS, ERP, or Application Development Professional Services and is not responding to those services in this bid. We are happy to consult on those service categories or recommend a partnered vendor.

CLOSING SUMMARY

Trace3 appreciates the opportunity to respond to RFP #12-2026 and firmly believes our proposal represents the most complete, low-risk, and results-driven option for the Lexington-Fayette Urban County Government.

While many firms can offer technical resources, Trace3 differentiates by delivering a fully integrated partnership—combining deep SLED expertise, a proven delivery methodology, and unmatched access to enterprise-grade engineering talent. Our Kentucky-based presence, reinforced by a national bench of specialists, ensures LFUCG receives both immediate responsiveness and scalable expertise that competitors simply cannot match.

Our approach is intentionally outcome-focused. We do not just provide staff augmentation or isolated services—we align every engagement to measurable business objectives, ensuring that investments translate into tangible improvements in performance, security, and operational efficiency. Through our Deliver and Validate Success (DVS) methodology, LFUCG gains accountability, transparency, and confidence that projects will be delivered on time, on budget, and with clear value realization.

Additionally, our commitment to local partnership and community engagement—demonstrated through our collaboration with Structured Inc.—directly supports LFUCG’s diversity and economic inclusion goals while strengthening service delivery at the local level.

Choosing Trace3 means selecting a partner that reduces risk, accelerates modernization, and consistently delivers measurable outcomes. We are prepared to engage immediately, scale as needed, and support LFUCG across the full lifecycle of its technology initiatives.

We welcome the opportunity to earn your trust and demonstrate why Trace3 is the partner best equipped to deliver superior results for LFUCG—both now and into the future.

Lexington-Fayette Urban County Government

RFP #12-2026

The below table represents Trace3’s requested modifications to the terms and conditions of the above-referenced RFP:

Section	Proposed Revision	Explanation
<p>General Provisions Section 21 (NEW SECTION)</p>	<p>NOTWITHSTANDING ANY OTHER PROVISION OF THE CONTRACT, THE CONTRACT DOCUMENTS AND/OR RFP #12-2026, OR ANY STATEMENT OF WORK OR PURCHASE ORDER ISSUED HEREUNDER, FOR ANY CLAIMS ARISING OUT OF OR IN CONNECTION WITH THE CONTRACT, THE CONTRACT DOCUMENTS AND/OR RFP #12-2026 AND ANY STATEMENT OF WORK OR PURCHASE ORDER ISSUED HEREUNDER AND THE PROVISION OF ALL DELIVERABLES HEREUNDER AND THEREUNDER, IN NO EVENT, WHETHER BASED IN CONTRACT OR TORT (INCLUDING, WITHOUT LIMITATION, FOR BREACH OF WARRANTY, NEGLIGENCE AND STRICT LIABILITY IN TORT), WILL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR (A) INCIDENTAL, CONSEQUENTIAL, INDIRECT, SPECIAL OR PUNITIVE DAMAGES OF ANY KIND, OR FOR LOSS OF REVENUE, LOSS OF BUSINESS OR OTHER FINANCIAL LOSS, OR (B) ACTUAL DAMAGES IN EXCESS OF THE AGGREGATE AMOUNT OF THE FEES PAID AND PAYABLE BY LFUCG TO CONTRACTOR UNDER THE STATEMENT OF WORK OR PURCHASE ORDER GIVING RISE TO THE CLAIM OR, IF NO SUCH STATEMENT OF WORK OR PURCHASE ORDER APPLIES, THE FEES PAID AND PAYABLE BY LFUCG TO CONTRACTOR UNDER THE</p>	<p>Request addition of standard, mutual limitation of liability provision.</p>

	<p>CONTRACT FOR THE 12 MONTHS PRECEDING THE EVENT GIVING RISE TO THE CLAIM.</p>
<p>Risk Management Provision Insurance and Indemnification ¶1</p>	<p>It is understood and agreed by the parties that Contractor hereby assumes the entire responsibility and liability for any and all damages to persons or property caused by or resulting from or arising out of the willful misconduct, fault, gross negligence or omission on the part of Contractor or its employees, agents, servants, owners, principals, licensees, assigns or subcontractors of any tier (hereinafter "Contractor") under or in connection with Contractor's performance under this agreement and/or the provision of goods or services and the performance or failure to perform any work required thereby.</p>
<p>Risk Management Provision Insurance and Indemnification ¶12</p>	<p>Contractor shall indemnify, save, hold harmless and defend the Lexington-Fayette Urban County Government and its elected and appointed officials, employees, agents, volunteers, and successors in interest (hereinafter "LFUCG") from and against all liability, damages, and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees brought by any third party on account of Contractor's performance or breach of the agreement and/or the provision of goods or services provided that: (a) it is attributable to personal injury, bodily injury, sickness, or death, or to injury to or destruction of property (including the loss of use resulting therefrom), or to or from the grossly negligent acts, errors or omissions or willful misconduct of the Contractor; and (b) Contractor</p>

	<p>will only be obligated to the extent such liability, damage or loss was not caused by the active negligence or willful misconduct of LFUCG.</p>
<p>Risk Management Provision Insurance and Indemnification ¶16</p>	<p>Notwithstanding, the foregoing, with respect to any professional services performed by Contractor hereunder (and to the fullest extent permitted by law), Contractor shall indemnify, save, hold harmless and defend LFUCG from and against any and all liability, damages and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees brought by any third party on account of death or injury to any person or injury to any property (including the loss of use resulting therefrom) to the extent due to the gross negligence, recklessness or willful misconduct of Contractor in the performance of this agreement.</p>
<p>Risk Management Provision Insurance and Indemnification ¶13</p>	<p>Contractor will not be obligated to indemnify, hold harmless and defend LFUCG unless LFUCG (i) provides Contractor with prompt notice of the commencement of the claim, suit or proceeding for which indemnification is sought, (ii) provides cooperation to Contractor, and (iii) allows Contractor to control the defense and settlement; <u>provided, that</u> (1) LFUCG may, at its option and expense, participate and appear on an equal footing with Contractor in the claim, suit or proceeding, and (2) neither Party may settle a claim, suit or proceeding without approval of the other Party, which approval will not be unreasonably withheld or delayed.</p>

AFFIDAVIT

Comes the Affiant, Trace3, LLC, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Justin Fisher-Short and he/she is the individual submitting the proposal or is the authorized representative of Trace3, LLC, 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 Procurement 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.

Continued on next page

8. Bidder will comply with all registration requirements as a contractor where required by Section 5-85 of the Code of Ordinances of the Lexington-Fayette Urban County Government. Bidder will utilize as subcontractors on the contract only contractors who are registered as required by Section 5-85 of the Code of Ordinances. Bidder will maintain a "current" status with regard to all contractor registration requirements during the life of the contract and will ensure that all subcontractors maintain a "current" status with regard to all contractor registration requirements during the life of the contract. Bidder has authorized the Division of Procurement to verify the registration of Bidder and Bidder's subcontractors with the Division of Building Inspection.

Further, Affiant sayeth naught.

Signed by:
Justin Fisher-Short
D247861887D7445...

STATE OF _____

COUNTY OF _____

The foregoing instrument was subscribed, sworn to and acknowledged before me
by Justin Fisher-Short on this the 17th day
of April, 2020

My Commission expires: March 27, 2032

Tamara Mungili
NOTARY PUBLIC, STATE AT LARGE

TAMARA MUNGILI
NOTARY PUBLIC - STATE OF MICHIGAN
COUNTY OF KENT
My Commission Expires March 27, 2032
Acting in the County of Kent

EQUAL OPPORTUNITY AGREEMENT

Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the “Recipient”) hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the “Act”), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the “Regulations”) and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

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 handicap.

- 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.

<p>Signed by: <u>Justin Fisher-Short</u> <small>Signature</small></p>	<p><u>Trace3, LLC</u> <small>Name of Business</small></p>
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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 and IonWave Q&A, 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.

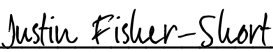
B. At Will Termination

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.
20. 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.

Signed by:


Signature

4/17/2026

Date

WORKFORCE ANALYSIS FORM

Name of Organization: Trace3, 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	621	234	200	31	31	13	15			22	36	2	1	12	11	323	298
Professionals	651	231	57	42	6	26	3	3	1	45	3	3		11	3	577	74
Superintendents																	
Supervisors	151	75	46	8	2	1	1	1		7	3			5	2	97	54
Foremen																	
Technicians																	
Protective Service																	
Para-Professionals																	
Office/Clerical																	
Skilled Craft																	
Service/Maintenance																	
Total:	1423															997	426

Prepared by: Brandon Becker, People Analyst Date: 04 / 17 / 2026

(Name and Title)

Revised 2015-Dec-15