January 20, 2021

Innofin Professional Services

PRESENTED BY DLT

DLT
A TECH DATA COMPANY

INNOFIN
SOLUTIONS

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January 20, 2021

Patrice Sutton
Chief Finicial Offer
Lake County

Attention: Patrice Sutton

Dear Patrice,

DLT Solutions, a Tech Data Company, and InnoFin Solutions LLC ("InnoFin") have partnered ("Team DLT") to offer this proposal for Public Sector Planning and Budgeting Migration to Oracle EPM Enterprise Cloud on a firm fixed price basis to Lake County, Illinois ("Customer"). DLT Solutions, a Tech Data Company is the Prime Contractor for this engagement. DLT intends to subcontract the proposed services to InnoFin.

If you have technical questions, please contact Sheree Diller at 703-709-9125 or sheree.diller@dlt.com. For contractual questions, please contact 703-709-7172 or Legal@dlt.com.

Please note that DLT will bill for all travel as actuals and in accordance with the Federal Travel Regulation unless otherwise mandated by the customer Purchase Order. FJTR Policy and Per Diem Rates can be found at http://www.gsa.gov/portal/category/100212.

This offer is valid until February 19th, 2021.

We look forward to your analysis of our proposal and to speaking with you further regarding your Public Sector Planning needs.

Sincerely,

Sheree DIller
Sales Account Executive
Consulting Services

1. Project Overview and Scope

Lake County implemented Oracle Hyperion Planning and Oracle Public Sector Planning and Budgeting (PSPB) solution to support their budgeting, & planning process many years ago. Lake County has been utilizing the product for several years but is looking to migrate to the most current Oracle architecture of Oracle EPM Cloud Enterprise.

This project is intended to migrate the County's Hyperion PSPB application to Oracle's EPM Cloud Enterprise. Within the PSPB application, LineItem functionality will be migrated as is, and HCP functionality will be excluded form the application.

InnoFin is recommending a strategy that will minimize risk and simultaneously allow the project team to focus on meeting project timeline and budget goals.

The high-level scope for this project is to implement Oracle's EPM Cloud Enterprise to replace the current Oracle Hyperion Public Sector Planning and Budgeting solution. The following planning models are in-scope:

- Operating Budget migration – to facilitate fund-level planning and consolidated reporting.

To facilitate the migration and implementation of the Planning models, the following Oracle software components are expected to be deployed as part of this effort and are included in the EPM Cloud Enterprise licenses to be purchased:

- Planning
- Narrative Reporting
- Data Management
- Calculation Manager
- Smart View

This project will require a collaborative effort from both County and InnoFin resources to successfully implement EPM Cloud Enterprise Planning. This approach will allow for knowledge transfer throughout the project and optimize the County's ability to provide ongoing maintenance of the solution. InnoFin will leverage its implementation methodology to provide the following items. InnoFin will:

1.1. Budget Application

- Develop Project Plan and Communication Plan
- Budget Planning
  - o Migrate application objects as is (metadata, web forms, smartlist, business rules) from the County's Hyperion PSPB application
  - o Assist the County resources in validation of application objects
  - o 80 hours of re-engineering for LineItem issues is included. This includes but is not limited to form redesigns and business rule updates
  - o Navigation flows will be deployed to replace task lists, where appropriate
- Budget Request
  - o Configure budget request process within migrated application leveraging the Request dimension
  - o Configure up to 10 forms and up to 10 business rules for request process
- Configure security

1.2.   Security

- Develop and implement security model for users
- The security build will be based upon security templates filled out by the County
- SSO will be configured for the county

1.3.   Data Integration

- Five years of historical financial data will be migrated from EBS into EPM
- Actual and Budget General Ledger data will be loaded using the EPM data load utility via flat files or via the EBS Integration Adapter
- A Line Item Level Budget write back file for loading to EBS by the County will be extracted from the Planning Budget application. Format for the file will be determined during the design milestone. The County will be responsible for defining the load format and creating import mechanism to EBS.
- Maintain Meta Data through flat file loads
- EPMAutomate will be configured to automate the data import process from EBS

1.4.   Training

- Provide two (2) days of knowledge transfer with Customer administrators
- Deliver End-User training documentation in Microsoft PowerPoint or Word format with hands on activities
- Conduct up to 40 hours of train-the-trainer training on EPM, SmartView and Reports sufficient for the County staff to train users

1.5.   Reporting

- Migrate existing financial reports from PSPB and update for dimension changes

1.6.   Documentation

- Provide the following documentation:
  - Project Plan
  - Communication Plan
  - Design Document
  - Security Matrix and Guide
  - Administrator Guide with Screenshots
  - Integration Guide
  - End User Training with Screenshots
  - UAT scripts
  - Deployment Checklist

1.7.   Support

- 200 hours to be used as needed have been included as post-production support
- Weekly reports provided of hours used

1.8.   Assumptions – Lake County

- The County will have subject matter experts available to support data mapping, cleansing, and validation
- The County will provide extracts from relevant data sources in the format specified by InnoFin, and it is assumed that the data is clean and accurate
- The County is responsible for any required data scrubbing cleansing of the data during data conversions or data imports. The County recognizes that data transformation is a potentially high-risk area of the project.

- The County will participate in development checkpoints and user acceptance testing, under the direction of InnoFin.
- The County will provide sign-off for the following documents and milestones:
  o User Acceptance Testing
  o Training
  o Go-Live

1.9. Out-of-Scope

- More than 80 hours of updates to LineItem objects, except for the inclusion of a Request process
- Position Planning
- Onsite Post-Production Support
- Narrative Reporting implementation

2. Project Approach

2.1. Budget Application Object Migration

Migrating a Hyperion Public Sector Planning and Budgeting application to the EPM Cloud Enterprise platform requires multiple steps due to restrictions from Oracle in bringing in the PSPB module content. We have outlined below some of the steps to incorporate existing Planning content from the PSPB application to the newly defined application in the Cloud.

2.1.1. Consultant Activities

- Dimensions will need to be rebuilt using the Excel Smartview dimension editor add-in or outline load utility. References to the HCP plan type must be removed before import.
- After dimensions are loaded and verified, LCM can be used to migrate LineItem cube specific forms and business rules, and all menus, tasklists and Smartlists
- LineItem Reports can be migrated as files to the EPM Planning environment
- LineItem cube data can be extracted and loaded to EPM
- ASO cubes will be created in the EPM platform
- Develop map reporting from LineItem to ASO cubes, if required
- Schedule map reporting to run at a frequency defined by the County
- Rebuild user security based upon templates completed by County resources

2.1.2. County Activities

- Validate migrated dimensions
- Perform testing of LineItem Tasklists, forms, menus, Smartlists and business rules
- Validate migrated LineItem data

2.1.3. Budget Application Migration to Cloud Deliverables

- Budget application objects in EPM platform verified by County resources

2.2. Budget Application Design

The County would like to incorporate a budget request process into the new Planning application. The following activities will take place to ensure the solution provided to the County meets the desired business needs:

2.2.1.   Consultant Activities

- Work together with the County to define the schedule of fit/gap meetings to conduct. This includes agendas and the appropriate attendees.
- Conduct a project kickoff meeting to review and communicate project objectives & high-level timeline as well as to generate enthusiasm.
- Facilitate and conduct process workshops to develop a clear understanding of the current state budget request processes at the County. This includes a review of processes, integrations, inputs, calculations, reports, and other outputs.
- Review solution options and pros/cons based on prior experience with similar implementations.
- Document an inventory of requirements into a requirements traceability matrix (RTM). Facilitate prioritization of requirements into "must-have" and "nice to have" items for future implementation phases.
- Document the required application changes to support the County's desired budget request process including dimensionality changes and impacts to existing application objects.

2.2.2.   County Activities

- Identify project team members and roles
- Participate in workshops and demonstrations
- Sign off on Budget Application Design Document

2.2.3.   Budget Request Design Deliverables

- Requirements meeting schedule and agenda
- Project kickoff meeting slides and agenda
- Requirements Traceability Matrix (RTM)
- Documented Inventory of calculations modifications
- Budget Request Design Document

2.3.   Budget Application Development

The objective of this activity is to incorporate a request process into the budget application. InnoFin will leverage the current integrations from EBS Financials to determine the design of the inbound and outbound flat file integrations. Data moving between EPM Planning plan types and applications will leverage the map reporting application functionality. The following activities will take place:

2.3.1.   Consultant Activities

- Modify objects as required to support County specific requirements
- Configure metadata & data integration using Oracle technologies
- Update LineItem dimensionality for budget request process
- Update LineItem objects (forms, business rules, reports) for the dimensionality changes
- Build input forms, task lists, and calculation manager rules to support the budget request business processes
- Conduct a conference room pilot (CRP) workshop during development to provide a detailed validation of the solution using sample data and County process scenarios. These workshops should be conducted with a select subset of end-users to facilitate feedback, ownership, and a deeper understanding of software capabilities. Any issues will be resolved, and any gaps identified will be documented for review to determine if they are critical to support business processes.
- Conference room pilots will be prepared for prior to the workshops, through identifying key process scenarios, creating the CRP steps using task-lists and scripts, and conducting a walk-through.
- Data Validation is an important part of the project and is classified as a high risk project activity. The

County will identify key reports to validate accuracy of loaded data. InnoFin will load data and facilitate data reconciliation. The County will be responsible for investigating differences between source data and key validation reports. Initial data loading will take place prior to CRP to allow sufficient time to resolve any reconciliation issues prior to completion of the Development Milestone.

- Develop security groups and configure security based on the Security Matrix.
- Meta Data will be maintained through flat file loads
- A Line Item level data flat file will be configured via the Data Management component of EPM for the purpose of integration back to EBS at the end of the budget cycle.
- Map reporting applications will be configured to map data between planning cubes

2.3.2. County Activities

- Validate data loads
- Participate in CRP
- Sign off on CRP
- Create integration for budget financial data to EBS

2.3.3. Budget Application Milestone Deliverables

- Conference Room Pilot Materials (Presentation & Scripts)
- Conference Room Pilot Issue Log

2.4. Testing

2.4.1. Consultant Activities

The objective of this activity is to confirm proper functioning of the environment and that the completed solution supports the documented business requirements, and that the solution is ready for production. The following activities will take place:

- Prepare for user acceptance testing (UAT) identifying key process scenarios and developing a detailed list of test cases.
- Prepare the UAT steps by documenting test scripts with expected results, facilitating execution of test scripts, and conducting a walk-through.
- Conduct a user acceptance testing (UAT) workshop during to provide a detailed validation of the solution functionality and usability. Any issues identified during UAT will be resolved and any gaps identified will be documented for review to determine if they are critical to support business processes. Defects will be addressed by severity keeping with the timeline to meet the milestones as set in the project plan.
- Conduct a system integration test (SIT) to validate functioning of integration.
- Document a readiness assessment.

2.4.2. County Activities

- Participate in UAT
- Sign off Readiness Assessment

2.4.3. Test Milestone Deliverables

- Integration Testing Materials
- User Acceptance Testing Materials (Presentation & Scripts)
- Readiness Assessment

2.5.   Go Live

2.5.1.   Consultant Activities

The key to successful deployment is ensuring that the user community and key technical and functional support personnel develop the requisite knowledge, skills, and capabilities necessary to support the solution and realize its benefits. The following activities will take place to ensure successful deployment:

- The training environment is prepared, and training materials, content, and documentation is developed. Training sessions include application training, Smart View training, and Financial Reports training. InnoFin believes that a "train-the-trainer" approach facilitates ownership and a deeper understanding of the software capabilities, so this approach is recommended.
- Conduct hands-on training sessions in a County training environment.
- System administration documentation is prepared detailing procedures necessary for ongoing maintenance of the environment.
- Administrator knowledge transfer workshops are conducted to walk through the system administration documentation, answer questions, and ensure that administrators are prepared to support the solution.
- Applications are migrated to the production environment and the environment is prepared for productive use. Testing is conducted to ensure the migrated applications are functioning properly.

2.5.2.   County Activities

- Participate in train the trainer training sessions
- Participate in administrator knowledge transfer sessions
- Sign off Deployment Checklist

2.5.3.   Go Live Milestone Deliverables

- Train the Trainer Materials
- Administrator Documentation
- Data Integration Documentation
- Deployment Checklist

2.6.   Support

Once the deployment is complete, the applications are opened up to the end-user community for use. Ongoing support and maintenance activities commence to provide support to the user community. The following activities will take place during the support period:

- County resources will enter tickets into the InnoFin ZenDesk ticketing system to instigate support requests and track activities
- Support will be provided between 8am – 5pm CST unless agreed upon one week in advance for critical periods.
- The County may add hours to support as required.
- InnoFin will comply with the following Service Level Agreement:

Ticket Priority	Definition	Response Time
Urgent	Total loss of Planning with no workaround in place. High Impact degradation of Services	24 hours

Ticket Priority	Definition	Response Time
High	Low Impact degradation of Application or a non-critical function	48 hours
Normal	Oracle Planning Enhancements, etc.	72 hours
Low		To be agreed upon based on complexity of the request

2.6.1.   County Activities

- Submit ZenDesk tickets for any issues

2.6.2.   Support Deliverables

- Up to 200 hours of support, billed on an as used basis
- Weekly report of usage will be provided
- Hourly rate is $150/hr if more hours are desired

2.7.   Change Management

When Team DLT or the County determines that a change is necessary to refine a process, procedure, or specific responsibility identified in this SOW, the party proposing the change will document the request using a change request form developed and/or agreed between the County and Team DLT ("Change Request").

Within 5 business days, the receiving party will review the proposed Change Request to determine whether the change is acceptable or requires modifications. Within 5 business days, both parties will review the proposed Change Request and will (i) approve it, (ii) agree to further investigation, or (iii) reject it. When the parties agree to the change, both parties will sign the Change Request, which, upon execution by both parties, will constitute authorization to implement the change.

2.8.   Resources

Before assignment of any person to perform services, the County will have the opportunity to review such person's qualifications, which may include a review of such person's resume and remote interview. The County may approve or disapprove the assignment of any person proposed.

InnoFin will not, without the prior written consent of the County, reassign any person from performing Services until completion of the Services and will ensure that each such person continues to perform Services unless the County requests the removal of such person or such person ceases to be employed by InnoFin Solutions LLC. InnoFin will use all commercially reasonable effort to effectuate an efficient transition if there are any changes in persons assigned to perform Services under SOW.

3. Estimating Assumptions

Team DLT has used the following estimating assumptions in the preparation of our estimate. Changes to these estimating assumptions could impact timeline, resources, and cost.

Area	Estimating Assumptions	Comments
Business Processes	• Budgeting	
Models	• Operating Budget • Capital Budget	
Interfaces	• EBS GL	
Conversions	• Historical financial data	
Training	• 40 hours of train the trainer • Two (2) days of knowledge transfer sessions with Customer administrators	• Up to 10 users will be trained via a train the trainer approach
Application Artifacts	• 2 Environments (Test and Production) per Pod • 1 Planning Application with up to 2 BSO plan types and 2 ASO plan types for the Budget application • Up to 10 forms for Budget Request process	

4. General Assumptions

- Financial Data from EBS will be integrated via flat files provided by the County or the Integration adapter for EBS
- Metadata from EBS will be integrated via flat files provided by the County
- County resources will be responsible for validating historical data and investigating any differences in County source systems or reports.

5. Roles and Responsibilities

Key County resources will be active participants for the duration of the project and a wider group of subject matter experts will be leveraged to provide insight into current processes, proposed changes and feedback during project milestones and testing. The table below outlines the roles provided by InnoFin resources.

Project Role	Project Responsibilities
Solution Architect	• Provide public sector Oracle EPM expertise • Ensure completion of deliverables • Architect solution based upon requirements • Provide best practice guidance to project team

Planning Lead	- Migrate PSPB dimensions, forms, business rules, reports, etc. - Migrate Planning dimensions, forms, business rules, reports, etc. - Configure solution to meet requirements including forms, calculations, metadata hierarchies, Smartlists, menus, etc. - Provide status reporting, document issues and risks - Ensure completion of project deliverables - Configure data integration and data mapping - Develop reports and application security - Document application and provide knowledge transfer

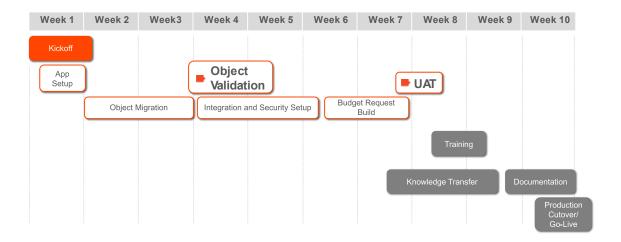The table below outlines the expected resources and level of participation from the County.

Customer Resource	Engagement Level	Participation Requirements
Executive Sponsor	Oversight Role 8 hours over project	- Provide executive leadership - Assist with decisions
Project Sponsor	Oversight Role 0.1 FTE	- Attend weekly status meetings - Navigate organization to assist with decisions and resistance to change
Project Manager	Oversight Role 0.5 FTE	- Serve as key contact for all team members - Schedule resources and meetings - Facilitate communication - Communicate project status
Application Administrator(s)	Heavy Engagement .5 - .75 FTE	- Participate in all project meetings - Assist with build of application objects - Perform testing - Participate in Training Delivery - Participate in Knowledge Transfer - Support & Manage Application
Functional SMEs	Moderate Engagement .15 - .25 FTE	- Participate in requirements/ design meetings - Participate in application testing cycles - Participate in end-user training
IT Personnel	Moderate Engagement .1 FTE	- Provide data files - Troubleshoot data integration issues - Participate in Knowledge Transfer

6. Timeline

A high-level project schedule is suggested below. Overall, the period of performance is expected to last 10 weeks from the date of the Project Kickoff Meeting. This project timeline is based upon similar experience with other clients migrating from Oracle Hyperion Public Sector Planning and Budgeting to Oracle EPM Planning Cloud.

MIGRATION PROJECT TIMELINE   **INNOFIN**

Week 1	Week 2	Week3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10

Kickoff

App Setup

Object Validation

Object Migration

Integration and Security Setup

Budget Request Build

UAT

Training

Knowledge Transfer

Documentation

Production Cutover/ Go-Live

7. Estimated Hours and Cost

Based on the scope and assumptions included in this proposal and our team's experience with similar projects, we have prepared the following fixed fee cost proposal. The table below provides a fixed fee professional fee which does not include an estimate of consultant travel expenses and an estimate of support hours. This project will be conducted on a fixed fee basis under the direction and control of the County's Finance Leadership team. This project will be conducted 100% remotely.

Milestone	Acceptance Criteria	Percent	Amount
Budget Application Migration Checkpoint	Object Migration Tracker, and Milestone Acceptance Certificate and Invoicing Authorization signed by the Client.	25%	$31,565.22
Budget Application Conference Room Pilot	Conference Room Pilot Scripts, Presentations and CRP Issue Log with Resolution Status, and Milestone Acceptance Certificate and Invoicing Authorization signed by the Client.	25%	$31,565.22
User Acceptance Testing	User Acceptance Testing Scripts, Presentations and UAT Issue Log with Resolution Status, and Milestone Acceptance Certificate and Invoicing Authorization signed by the Client.	25%	$31,565.22
Go Live	Deployment Checklist, Milestone Acceptance Certificate and Invoicing Authorization signed by the Client agreeing that the environment is live. Invoiced 45 days after Go Live.	25%	$31,565.22
Total Project		100%	**$126,260.88**
Post Implementation Support - 200 hours	Log of Zendesk tickets and hours worked per ticket. Invoiced per month based on usage		$32,608.7
Total Including Support			**$158,869.58**

8. Acceptance

IN WITNESS WHEREOF, the parties below have executed this SOW as of the SOW Effective Date.

DLT Solutions, LLC	Lake County, Illinois
By:	By:
Name:	Name:
Title:	Title:
Date:	Date: