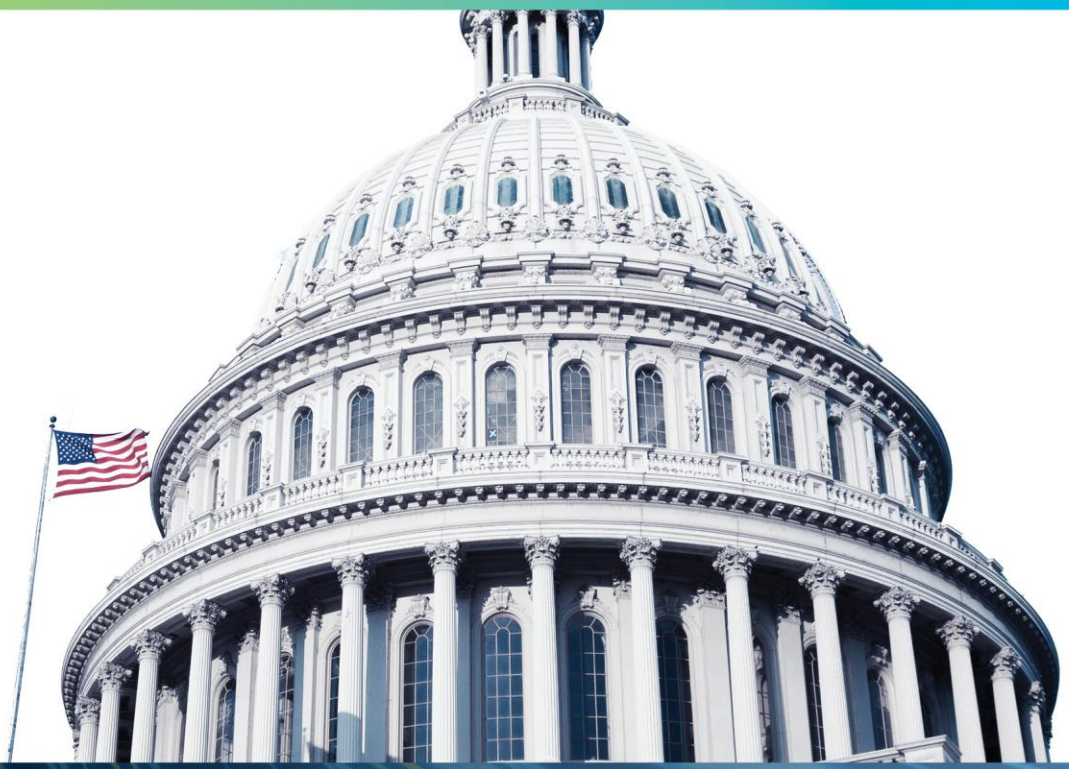

January 20, 2021

LAKE COUNTY, ILLINOIS

Innofin Professional Services

PRESENTED BY DLT

DLT
A TECH DATA COMPANY

INNOFIN
SOLUTIONS

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DLT Solutions, a Tech Data Company / 2411 Dulles Corner Park, Suite 800 / Herndon VA 20171 / 703.709.7172 / www.dlt.com

TIN 54-1599882 / DUNS # 78-6468199 / CAGE Code 0SoH9 / GSA IT Schedule 70 GS-35F-267DA

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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 Implementation 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

After completion of the migration of Lake County's Oracle Public Sector Planning and Budgeting (PSPB) solution to Oracle EPM Cloud Enterprise, the County will need a replacement for the HCP functionality that was used to create the position level budget.

This project is intended to implement a replacement for the HCP functionality. InnoFin will be deploying the InnoFin public sector starter kit functionality built for EPM to meet these requirements. InnoFin will also assist the County with setting up budget book reporting.

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 following planning models are in-scope:

- Position Planning – to facilitate planning of salaries and other compensation related elements by position.
- Budget Book – to facilitate reporting needed for the Budget Book publication

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

- Provide agendas for position planning fit/gap sessions
- Develop Project Plan and Communication Plan
- Facilitate fit/gap workshops based on agenda topics
- Provide Position Planning Design Document of up to 20 pages detailing the technical/ functional design of the solution, based upon InnoFin templates and public sector accelerators
- Import position planning starter kit and make modification to dimensions, web input forms, financial reports, and calculations aligned with the detailed design for position planning
- Build position dimensions (Position, Pay Elements, etc.) using metadata flat files provided by the County
- Modify position planning calculations in Calculation Manager based upon fit/gap analysis (up to 10 modifications)
- The County's Budget application will include calculations from our Public Sector Starter Kit based upon position planning fit/gap analysis. Functionality includes:

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  - Calculate Compensation
  - Allocate Position Costs
  - Add Position
  - Delete Position
  - Transfer Position
  - Close Position
  - Mass Step Increase
  - Cost of Living Adjustment (COLA)
  - Mass Pay Element Rate Change
  - Position Search
  - Add Pay Element
  - Delete Pay Element
- Update security configuration, as required

1.2. Security

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

1.3. Data Integration

- Current positions will be loaded as the starting point for the position budget
- Employee and position data will be loaded from flat files using EPM data management
- A Position level flat file extract will be provided for load to EBS HR, if required. The County will be responsible for defining the load format and creating the 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 three (3) 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

- Develop up to 5 new Reports to support the new Position model process. Reports are anticipated to be addressed through SmartView, Financial Reporting Studio or Narrative Reporting.

1.6. Documentation

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

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1.7. 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:
    - Design Documentation
    - User Acceptance Testing
    - Training
    - Go-Live

1.8. Out-of-Scope

- Updates to LineItem objects, except for data maps from the position cube
- Post-Production Support

2. Project Approach

2.1. Budget Application Object Migration

As HCP content cannot be reliably migrated to the Cloud, we are proposing an approach to utilize the InnoFin developed position planning starter kit for EPM. The functionality provided in the solution includes:

- Calculate Compensation
- Allocate Position Costs
- Add Position
- Delete Position
- Transfer Position
- Close Position
- Mass Step Increase
- Cost of Living Adjustment (COLA)
- Mass Pay Element Rate Change
- Position Search
- Add Pay Element
- Delete Pay Element

The following activities will take place to ensure the solution provided to the County meets the desired business needs:

2.1.1. 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.

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- Facilitate and conduct process workshops to develop a clear understanding of the current state position planning and budget request processes at the County. This includes a review of relevant HCP, processes, integrations, inputs, calculations, reports, and other outputs.
- Review solution options and pros/cons based on prior experience with similar implementations.
- Conduct demonstrations of position planning starter kit using a demonstration environment and sample applications provided by InnoFin Solutions.
- Define the schedule of meetings to conduct including agendas and the appropriate attendees.
- 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 an inventory of necessary calculation and form modifications to the position planning starter kit.
- Provide a gap analysis and assessment whether business requirements can be met with InnoFin's position planning starter kit and an analysis of potential functionality and project cost differences.

2.1.2. County Activities

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

2.1.3. Position Planning Design Deliverables

- Requirements meeting schedule and agenda
- Project kickoff meeting slides and agenda
- Requirements Traceability Matrix (RTM)
- Documented Inventory of calculations modifications
- Identified list of reports requiring modification to query position data
- Budget Application Design Document

2.2. Position Planning Application Development

The objective of this activity is to configure the position planning solution to support the documented business requirements. InnoFin will leverage the current integrations from EBS HR 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:

2.2.1. Consultant Activities

- Import application objects from the InnoFin public sector position planning starter kit
- Modify objects as required to support County specific requirements
- Configure metadata & data integration using Oracle technologies
- Build input forms, task lists, and calculation manager rules to support the position planning 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

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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.
- Current positions will be loaded as starting point for position budget
- Employee and position data will be loaded from flat files using the EPM data load utility and Planning Import. Flat files will be provided by the County.
- Meta Data will be maintained through flat file loa
- Map reporting applications will be configured to map data between planning cubes

2.2.2. County Activities

- Validate data loads
- Participate in CRP
- Sign off on CRP
- Create integration for budget HR data to EBS, if required

2.2.3. Budget Application Milestone Deliverables

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

2.3. Testing

2.3.1. 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.
- Conduct a system integration test (SIT) to validate functioning of integration.
- Document a readiness assessment.

2.3.2. County Activities

- Participate in UAT
- Sign off Readiness Assessment

2.3.3. Testing Milestone Deliverables

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

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2.4. Go Live

2.4.1. 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.

2.4.2. County Activities

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

2.4.3. Go Live Milestone Deliverables

- Train the Trainer Materials
- Administrator Documentation
- Deployment Checklist

2.5. Budget Book

2.5.1. Consultant Activities

The objective of this activity is to create a report package used to produce the budget book for Lake County. The following activities will take place:

- Build reports using management reports to produce the schedules within the budget book
- Prepare a report package to incorporate the management reports and other documents to publish the final budget book
- Train County resources on developing management reports
- Train County resources on creating and updating report packages
- Conduct testing to ensure the budget book displays the correct reports and amounts from the Planning system.

2.5.2. County Activities

- Participate in report development
- Validate contents of budget book
- Participate in training

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2.5.3. Budget Book Milestone Deliverables

- Management Reports for budget book
- Report Package
- Narrative Reporting training materials

2.6. 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.

2.7. 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.

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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	• Position Budgeting • Budget Book publication	
Models	• Position Planning	
Interfaces	• EBS HR	
Conversions	• Historical position data	• Position historical data will include costs and FTE only
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 5 new Reports developed for position planning process • Up to 50 forms for Personnel Plan	

4. General Assumptions

- Position Data from EBS will be integrated via flat files provided by the County
- 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.
- At the conclusion of the position planning fit/gap, the project timeline and costs may be revisited based upon more detailed information

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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	▪ Facilitate position planning fit/gap sessions ▪ Provide technical oversight and develop the more complex application artifacts ▪ Modify position planning starter kit to meet requirements ▪ Ensure completion of project deliverables ▪ Provide weekly status reporting and facilitate status meetings ▪ 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

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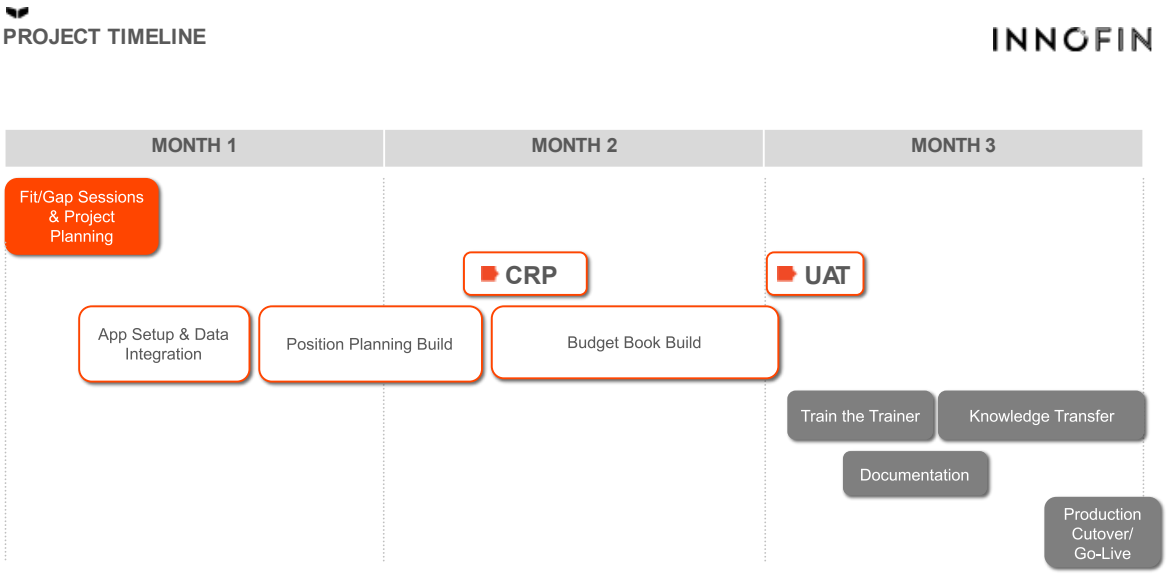
6. Timeline

A high-level project schedule is suggested below. Overall, the period of performance is expected to last 3 months from the date of the Project Kickoff Meeting. This project timeline is based upon similar experience with other clients implementing position planning and budget book in Oracle EPM Planning Cloud. Project Go-Live will happen on or before May 1, 2022.



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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 include an estimate of consultant travel expenses at 50% travel. 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 50% onsite/remote.

Milestone	Acceptance Criteria	Percent	Amount
Budget Application Design Document	Design Document, and Milestone Acceptance Certificate and Invoicing Authorization signed by the Customer.	20%	$34,747.83
Position Planning 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 Customer.	20%	$34,747.83
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 Customer.	20%	$34,747.83
Train the Trainer	Training Materials, Delivery of train the trainer class, and Milestone Acceptance Certificate and Invoicing Authorization signed by the Customer.	20%	$34,747.83
Go Live	Deployment Checklist, Milestone Acceptance Certificate and Invoicing Authorization signed by the Customer agreeing that the environment is live. Invoiced 45 days after Go Live.	20%	$34,747.83
Total Project		**100%**	**$173,739.15**

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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:	

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