

MARICOPA COUNTY

Oracle Products & Services

RFP #180233



June 26, 2018

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TIN 54-1599882 / DUNS # 78-6468199 / CAGE Code 0S0H9 / GSA IT Schedule 70 GS-35F-267DA



June 26, 2018

Maricopa County
320 W Lincoln Street
Phoenix, AZ 85003

Attention: Brian Walsh

Re: RFP #180233 for Oracle Products and Services

Dear Mr. Walsh,

DLT Solutions, LLC hereby submits its response to your Request for Proposal dated May 18, 2018, and agrees to perform as proposed in our proposal, if awarded the contract. The Respondent shall thereupon be contractually obligated to carry out its responsibilities respecting the services proposed.

As the longest standing U.S. Public Sector Oracle partner and DLT's commitment to building on being the incumbent contractor, DLT Solutions, LLC (DLT) is best positioned to offer the most effective contract to Maricopa and U.S. Communities customers offering a robust set of hardware and software products and related services using an expansive national network of partner integrators. Using our experience as the incumbent contractor, we have significantly evolved and expanded the DLT partner network to provide coast-to-coast service coverage and look forward to continuing to provide Oracle products and services to the U.S. Communities membership.

Please advise in writing on or before April 30, 2019 if you should desire to accept this proposal.

If you have questions about this response, please contact Mitchell Soni at (703) 773-8974 or Mitchell.Soni@dlt.com.

Sincerely,

Joe Donohue

NAME (please print)

/signed

SIGNATURE

Chief Financial Officer

TITLE (please print)



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1.0 Executive Summary

DLT Solutions, LLC (DLT) is pleased to submit our proposal in response to the U.S. Communities Master Intergovernmental Cooperative Purchasing Agreement for Oracle Products, Services and Solutions, Solicitation 180233-RFP, on Behalf Of U.S. Communities Government Purchasing Alliance and Maricopa County, Arizona. The following information on how Team DLT has outlined its approach to supporting this contract is organized in accordance with the request for proposal (RFP).

DLT accelerates Public Sector growth for technology companies. For 26 years, DLT has been dedicated to working with the U.S. Public Sector to solve IT challenges including cloud migration, protection against cybersecurity threats, and data center optimization and consolidation. DLT is a US-based, award-winning provider of Government IT and Cloud Solutions, distinguished for its market knowledge and expertise with its world-class software and hardware manufacturer partners. DLT is differentiated by acquiring deep subject matter knowledge and providing solution delivery to better serve public sector customers.

DLT has built a complete suite of value services uniquely focused on accelerating growth in public sector business. Our Public Sector Market Knowledge provides our sales team and customers with access to resources focused on aligning key technologies to agency needs. DLT's Marketing programs generate demand and increase brand awareness to our government customers through our key contract vehicles. DLT's dedicated Account Management teams and sales partners execute on the opportunities uncovered by our Market Knowledge and Marketing teams to assist customers in obtaining the products and services they need. Our Engineering staff provides the ability to commit to the entire IT lifecycle for a complete solution sales to ensure adoption, success and satisfaction at the customer level. All of this is built on a purpose-built public sector to ensure up to date, compliant contracts, complete and accurate reporting and timely remittance of fees

DLT has teamed with key strategic partners with strong Oracle consulting expertise including AEM Corporation, eVerge Group, Sierra-Cedar, Arisant, LLC, GNC Consulting, Inc., Gaea Global, Synaptein Corporation, and Bourntec Solutions Inc. ("Team DLT") to offer the U.S. Communities customer community a central procurement vehicle with a truly national reach. Team DLT is backed by a commitment to flawless Oracle solutions implementation, deployments, and support,

Our ability to broker vendor and customer relationships, along with our commitment to unparalleled customer satisfaction, enabled DLT to achieve nearly \$1 billion in 2017 bookings across more than 30,000 customer delivery orders.

DLT's support of the U.S. Communities master intergovernmental cooperative purchasing agreement guarantees on-time and in-budget solution delivery with high-quality, reliable results through a national network of partner integrators. We focus on our customer's needs and employ an innovative solution framework to achieve the customer's goals and realize their vision. DLT and Oracle provide all the key components— cloud services, middleware and applications, database and hardware, engineered systems, and consulting and professional services —necessary to maintain and modernize the operations of state and local entities. DLT offers:

DLT Brings Significant Value

- ☑ Over \$1 billion in public sector sales
- ☑ Proven U.S. Communities commitment
- ☑ Demonstrated program management and contract performance
- ☑ Large, well-trained sales team with field and inside sales and services support.
- ☑ Extensive national network of partner integrators

- **Oracle Public Sector Expertise.** DLT Solutions has a 26-year history of working with Public Sector customers to meet their Oracle needs; DLT was the inaugural Oracle Public Sector reseller and remains a top choice for government customers seeking to leverage the full depth and breadth of the Oracle catalog.
- **National Sales and Service Capabilities.** DLT Solutions supports a diverse partner network of service providers and integrators capable of supporting customers in all 50 states. We have identified 7 strategic partners from this group as part of this bid response, but Maricopa and U.S. Communities customers will have access to hundreds of partners to meet their specific needs.

Competitive Pricing. DLT has aggressively discounted its pricing to U.S. Communities; the discounts offered in this bid are deeper than those offered through any state-run or cooperative vehicle. As a direct, high-volume retailer of Oracle information technology products, DLT brokers the same solution, using the same Oracle products and service providers, for less total cost than other offerors. DLT Solutions uses its forecasts to negotiate volume discounts for Oracle product and services; we negotiate and market these discounted solutions to our Oracle customer base.

We have prepared this proposal using the evaluation criteria contained in the U.S. Communities solicitation. The table of contents provides an easy reference for evaluation. The following points summarize our response to the evaluation criteria:

- **Implementation.** Team DLT is your implementation partner of choice for this master agreement as we look at this Oracle solutions services implementation from business requirements and processes to the technical requirements and architecture. We provide an integrated suite of tools complemented by industry and functional delivery of multiple threads of Oracle solutions from Oracle's mature Enterprise Resource Planning solution to Oracle emerging Government Cloud solution so that participating U.S. Communities can automate internal processes and stay connected with its citizens. We take very seriously the need for our clients to realize tangible ROI as a result of these types of projects.
- **Project Management Deliverables.** Team DLT's service professionals work in collaboration with our PMO practice to effectively manage your Oracle solutions lifecycle from large scale project scope and requirements, to project budget and schedule, while assuring quality and risk mitigation to deliver a compressive Oracle solution that meets and exceeds expectations. Our comprehensive process considers every stage of the project, from conceptualization to delivery and knowledge transfer. Through our disciplined and repeatable methodology derived from Oracle's IAM, PMBOK, CMMI, SEI and industry based project management and control method best practices, Team DLT provides exceptional project logistics oversight, lessons learned best practices, standards proven approach, toolsets, metrics and we are able to hit the ground running on project award.
- **Commitment to the U.S. Communities Contract Program.** DLT Solutions is committed to making the U.S. Communities contract successful at every level of our organization. This contract will command executive level review, regular program management reviews and marketing support from top executives, including Art Richer, CEO; Brian Strosser, President; Joe Donohue, Chief Financial Officer; Scott Needleman, General Counsel and Vice President, Contracts; Chris Dewey, Senior Vice President, Sales Division I; Keith Barnes, Senior Vice President, Oracle Division; David Roth, National Account Manager; David Blankenhorn, Chief Technology Officer; and Maria Moore, Vice President, Marketing. All listed top executives have the authority to negotiate all of the aspects, scope of services, and provisions for the U.S. Communities program on behalf of DLT Solutions.

- **Past performance and nationwide experience.** DLT Solutions has extensive experience managing, maintaining, and growing large-scale, nationwide contracts. DLT Solutions is Oracle's most tenured partner with over 26 years' experience managing large-scale enterprise and agency-wide purchasing agreements. Our success is attributed to our efforts in national sales and marketing campaigns, attending and participating in regional U.S. Communities conferences, and continuous training of national sales and support teams. DLT has shown steady year-over-year revenue growth on the current U.S. Communities vehicle, processing more than 500 orders worth ~\$100M.
- **Depth and breadth of response to proposal, qualifications and supplier information form.** Our responses to the supplier information form provide the details for the Oracle products, services and solutions for the U.S. Communities contract. The broad variety of proposed products and services gives Team DLT the ability to broker any Oracle products and solutions anywhere in the United States, with onsite support 24 hours a day, seven days a week, 365 days a year. With our lower cost of doing business, we can match the capability of any other offeror on any other contract at a lower total cost to the customer.
- **Commodities approach and best execution.** DLT Solutions was one of the first innovators in electronic commerce for customer solutions. Our Web-based electronic commerce sites for current customers reduce order transaction costs over paper-based order processing systems. Also, our electronic distribution interface to Oracle gives us access to additional product line items from the United States.
- **Consulting and Professional Services.** As a vendor-authorized Premier Consulting Partner, DLT's Professional Services team aligns our consultations, designs and services with the vendor partner best practices. This methodology is based on vendor and DLT experience gained in assisting many organizations to successfully adopt our vendor partner hardware, software and cloud solutions. Additionally, the methodology references industry-wide best practices and frameworks such as COBIT, TOGAF and ITIL. Different elements within the DLT Professional Services offering, or "perspectives," provide a collection of methodologies to support the requirements of Symantec and Veritas product adoption and implementation.
- **Program and Contract Management.** Team DLT provides dedicated program and contract management professions to ensure the US Communities contract stays current and complete. Leveraging its price list management tools, DLT provides constant updates to the products and versions available and the most current pricing for each. This same system generates needed sales reports and ensures compliance. Program Managers are available to assist Team DLT and its customers through the procurement process as quickly and easily as possible.

The most important feature of our approach for the U.S. Communities contract is our ability to win business. Over the last three years, the members of our management team have captured and implemented more than \$866M in State & Local and Government information technology contracts as well as several local, county and district contracts. Team DLT expects to maintain U.S. Communities continued success.

1.1 Commitment and Qualifications

CORPORATE Commitment: DLT commits that U.S. Communities has the support of our senior management. U.S. Communities will be our primary offering to local government agencies nationwide, and we will make existing clients aware of the contract and of its beneficial pricing. The content of this proposal is based on DLT's long-standing capability to deliver and maintain Oracle solutions in the public sector through the current US Communities contract. We believe we are well positioned to deliver the U.S. Communities in-scope master agreement. For over 25 years, our service professionals have helped federal, state, and local governments design, implement, and support Oracle solutions with flexible delivery options.

PRICING Commitment: DLT Solutions commits to use commercially reasonable efforts to offer most favored pricing available to state and local agencies nationwide.

SALES Commitment: DLT Solutions commits that we will aggressively market U.S. Communities nationwide. Our highly skilled sales force will be trained in all aspects of the contract. Sales representatives will be engaged and committed to offering U.S. Communities on every sale. We further commit that all U.S. Communities sales will be reported accurately and on time.

National Presence – Team DLT has a strong national presence as an Oracle Platinum partner of hardware and software products and solutions and as the current incumbent of the US Communities contract. We market through full-color catalogs directed specifically at U.S. Communities program, our tailored Government and Education websites, various ads, publications, and tradeshow. We have long been recognized as a VAR leader in the direct response channel and maintain several accolades including being Oracle's number one reseller of hardware and software products to the U.S. Communities and participating agencies. Team DLT's Center of Excellence (COE) capitalizes on our extensive implementation and upgrade experience. Over the last 10 years, we have averaged more than 12 successful Oracle upgrades per year. Team DLT's COE focuses on streamlining the implementation /upgrade processes, leveraging predefined reusable templates, scripts and tools, establishing best practices in all areas of Oracle.

National Sales Force – Team DLT's national account management team of 110 associates is located in California, Georgia, Indiana, New York, Ohio, and South Carolina. Our field sales organization of four regionally assigned associates supports the account owners. This structure provides the ultimate coverage on a national scale to all-local, county and state governments as well as education for K-12 and Higher Education Colleges and Universities.

Our experience with clients in Public Sector, Higher Education, and Federal Government, as well as other industries (demonstrated by the sampling of references provided within our response), demonstrates our expertise. This includes decisions related to the upgrade approach, best leveraging new product features, and the technical impact on Customization, Extension, Modification, Localization, and Integration (CEMLI) reports and components. Our experience has enabled us to develop solid, project and execution plans to ensure that we are efficient in providing guidance and assistance where needed, while effectively leveraging client resources and staying on budget.

Full Range Of Products – Team DLT is offering U.S. Communities a full range of products and services in our proposal. Because DLT updates its Oracle product list quarterly, all of our products represent the most current innovations in technology. Team DLT and Oracle provide all the key components—database, middleware and applications, infrastructure and management, engineered systems and cloud—necessary to transform the operations of state, local, and non-profit organizations. With DLT, Maricopa County/U.S. Communities can consolidate information, streamline operations, and provide excellent services. As one of

Oracle's largest government resellers, DLT offers Oracle's entire information technology portfolio while leveraging our long working history with Oracle Channels, Product Management, Development, and Support organizations. As a national integrator across the United States, our core focus is to assist organizations in implementing and upgrading Oracle applications, Engineered Systems, and Business Intelligence solutions—to name a few—across the enterprise. Our consultants, methodology and tools are the foundation in our ability to help clients succeed in their Oracle Solution projects.

Existing Capacity to Provide Toll-Free Support and Electronic, Facsimile and Internet Ordering and Billing – DLT currently maintains toll-free technical support for the lifetime of ownership of the Oracle product. Our 110 Technical Support specialists are ready to service the U.S. Communities as trusted advisors, consulting with customers on how to work with Oracle to ensure that end users get the most for their investment. As Platinum Certified Partners, Team DLT is established and well regarded in the Oracle Public Sector community for our sound approach to projects and exemplary customer satisfaction with our high quality delivery. We add value to Oracle products by providing presales engineering, project management, and service delivery, as well as providing a US- citizen, US-soil 24x7 Service Center. Team DLT uses a collaborative approach to give our customers access to Oracle solutions. Our competitors cannot match Team DLT's breadth of capabilities in supporting U.S. Communities' nationwide Oracle products, services and solutions implementations. Team DLT is your implementation partner of choice for this master agreement—we look at Oracle solutions and services implementation from business requirements and processes to technical requirements and architecture.

For the U.S. Communities contract, DLT Solutions will maintain its existing custom website for U.S. Communities and the individual PPAs as requested. This website will be 100% integrated with our application. DLT has developed similar websites for other State and Local Government customers.

Support System – Team DLT will facilitate support to U.S. Communities public participating agencies nationwide. We will act as the single point of contact to facilitate all project specifications, including technical design, product recommendations, ordering support, service advice and installation through warranty issues and maintenance contract provisions. DLT will simplify the total procurement process, making the U.S. Communities contract the leading vehicle of choice for State and Local government buyers.

To meet the potential services requirements of U.S. Communities, DLT utilizes our internal resources, as well as our extensive partner network. Within this network, DLT offers opportunities for customers to work with Small Businesses, Minority Owned Business Enterprises, Veteran Owned Businesses, 8A Businesses, and HUB Zone Enterprises. DLT has profiled a small sample of this network as part of our bid response and will promote these specific partners on the U.S. Communities website along with other partners who become involved with U.S. Communities customers. Section 2.0 describes each team member's demonstrated experience with Oracle Products and Services in detail and the complexity and variety of work these team members have and will perform.

2.0 Proposal

As the sole owner of the existing U.S. Communities contract for Oracle Products, Services, and Solutions, Team DLT has a clear understanding of U.S. Communities' desire to establish a Master Intergovernmental Cooperative Purchasing Agreement for the complete line of Oracle Products, Services and Solutions.

Through our proven record of accomplishment in the public sector, and our experience as the sole owner of the existing U.S. Communities Oracle contract, DLT is best positioned to provide a framework that enables U.S. Communities to execute a national cooperative purchasing vehicle for Oracle Products and

Services. This vehicle will allow all Participating Public Agencies the ability to most efficiently navigate their respective procurement processes and leverage the purchasing power of more than 90,000 public agencies to access the best overall government pricing. The Contract:

- Allows agencies to purchase via the only government purchasing cooperative founded by public agencies for public agencies
- Streamlines procurement through a competitively solicited contract while reducing costs for U.S. Communities Participating Agencies on Oracle Products, Services and Solutions by aggregating the purchasing power of more than 90,000 public agencies throughout the country
- Provides collaborated marketing and management support for this contract to agencies nationwide

The Team DLT approach for meeting the U.S. Communities objectives is to provide future-proof Oracle solutions and experienced resources to team with you on this important engagement:

- We are dedicated to U.S. Communities accounts in all 50 states
- We have successfully delivered nationwide Oracle engagements for local government and Federal clients for 26 years
- We have skilled and knowledgeable account teams in the public sector

DLT and its partners have the depth and breadth of capability and experience needed to provide the products, solutions and support for the U.S. Communities project to achieve the stated performance objectives:

- Service local governments, states, school districts, and higher education institutions in the United States of America, and other governmental agencies and nonprofit organizations
- Have the resources to work with multiple entities at the same time
- Provide a wide range of professional, technical support and engineering Services/Solutions, performed directly by DLT or through service delivery partners that can provide consulting, assessment, design, integration, installation and management of Services/Solutions at the task order level
- Provide project management support for each deliverable under the contract, along with project-specific and overall contract performance reporting
- Provide on-going marketing of the contract by aligning and traveling with the U.S Communities Program Managers, administrative and marketing personnel engaged in directly promoting the contract to Participating Public Agencies

2.1 Mandatory Qualifications

2.1.1 Oracle Partner Network (RFP 2.1.1)

As Oracle's inaugural Public Sector reseller, DLT Solutions is a Platinum level partner authorized by Oracle to create a contract in response to this RFP, is in good standing within the Oracle Partner Network (OPN), has the required Master Distribution Agreement and Public Sector Addendum in place, and offers multiple lines of Oracle products and services. Confirmation from Oracle to this effect has been uploaded to BidSync as a separate document labeled "DLT Solutions – Oracle OPN Confirmation."

- Oracle Partner Network ID: 207738
- Master Distribution Agreement: US-OPN-MDA-207738-24-OCT-2017
- Cloud Services Distribution Addendum to the Master Distribution Agreement: US-OPN-MDA-CSD-207738-31-OCT-2017
- Full Use Distribution Addendum: US-OPN-MDA-FU-207738-07-JAN-2018
- Public Sector Addendum to the Master Distribution Agreement: US-OPN-MDA-PSADD-207738-13-DEC-2017
- Public Sector Attachment to the Cloud Services Distribution Addendum: US-OPN-MDA-CSD-PSADD-207738-21-DEC-2017

2.1.2 Represent, Sell, & Service Requested Oracle Products (RFP 2.1.2)

DLT is authorized by our Master Distribution Agreement (MDA), Full Use Distribution Agreement (FUDA), and Public Sector Addendum (PSAD) to represent, sell, and service all Oracle Products listed in Section 2.2 of the RFP, including Perpetual Licenses, Engineered Systems, Hardware, Servers, Storage, Networking, Cloud Services, Consulting and Professional Services, Technical and Maintenance Support Services, Training/Oracle University, and Financing Services. The full catalog offered by DLT includes, but may not be limited to, the following product lines:

<i>Oracle Database</i>	<i>JD Edwards</i>	<i>RightNow Cloud Services</i>	<i>Construction & Engineering</i>
<i>Oracle Middleware</i>	<i>Fusion Applications</i>	<i>Oracle PaaS</i>	<i>MySQL</i>
<i>Oracle Security</i>	<i>Fusion Cloud: HCM</i>	<i>Oracle IaaS</i>	<i>PeopleSoft Applications</i>
<i>Oracle Analytics</i>	<i>Fusion Cloud: ERP</i>	<i>Oracle Hardware</i>	<i>Taleo Cloud Services</i>
<i>Siebel CRM</i>	<i>Fusion Cloud: EPM</i>	<i>Engineered Systems</i>	<i>Oracle University</i>

DLT, in association with our contractor partners, has the certified experts and proven delivery methodologies necessary to support all services associated with Oracle Products in full. Our team collectively provides in-depth, detail oriented consulting services by first defining the scale in terms of breadth and depth of a particular engagement. Your vision becomes our vision. Our team will drill down into the details to ensure all requirements are defined and understood before providing a level of effort for our own accountability. We will work collaboratively to further define schedule dependencies, risks, resources involved, and other details to properly assign the proper staffing and associated skill mix to a particular effort. We will provide an initial resource assignment and high-level project plan to receive buy-in from the appropriate U.S. Communities representatives to ensure all parties agree to the approved tasks and deliverables. Once confirmed, we will work to provide key milestone dates, deliverables, acceptance criteria, test plans, and the like to give the customer a thorough understanding of the scope of services performed. Once approved, our experts will diligently document every step along the process, capturing any lessons learned from each phase of the service lifecycle. Go/no-go decision points and milestones will require customer sign-off before proceeding to the next steps to provide logical validation points throughout the process for quality verification and validation. Quality Assurance (QA) activities to include peer reviews, test cases and test plans will validate that requirements are met. Any training activities will

involve a questionnaire for measuring performance on any instructions provided for continuous improvement.

2.1.3 Service All Eligible Purchasing Entities (RFP 2.1.3)

Team DLT has decades of experience working with State and Local Governments, school districts, and higher education institutions. We know these organizations have varying degrees of skill sets, infrastructure resources, budgets, and initiatives in place, creating a challenging environment for enterprise IT. To overcome these challenges we work collaboratively with each organization to better understand their capabilities and limitations so as to provide a highly reliable, scalable, and cost-effective solution. Our team works diligently to provide knowledge transfer in the form of training, one-on-one instruction, walkthroughs, and detailed documentation, allowing participating parties the opportunity to ask questions and gain insight on best practices for installing, configuring, and maintaining Oracle products. Our primary focus will be to put U.S. Communities PPAs in the best possible position for success so they can overcome any challenges, no matter the degree of complexity.

2.1.4 Resources to Work with Multiple Purchasing Entities Simultaneously (RFP 2.1.4)

DLT represents a large pool of experts in their field, capable of taking on the most challenging and complex problems effectively and efficiently. We provide Oracle solutions nationwide with over 300 certified Oracle consulting professionals with State/Local Government and Education (SLED) experience who can work across multiple disciplines providing effective coverage for hardware and software components. DLT services dozens, if not hundreds, of individual purchasing entities simultaneously as a standard business practice. Hundreds of dedicated sales professionals stay in constant contact with customers and OEM/partner stakeholders to maintain communication and ensure order accuracy. These professionals are backed by best-in-class Order Management systems and processes to maintain DLT's Quality Assurance standards (see Supplier Information response in Exhibit D for additional information about DLT Order Management). DLT processes more than 30,000 orders each year from more than 2,500 individual customers.

2.1.5 Maintain Expertise, Resources, and Capabilities (RFP 2.1.5)

A complete and comprehensive technical approach will not be successful without the right people to do the design and development work at hand. The U.S. Communities proposal has provided Team DLT with a unique opportunity to build an extremely experienced management team of professionals. Team DLT considers maintaining its talented staff a top priority. We find providing challenging work assignments, superior benefits, and opportunities to grow professionally all result in maintaining our team well beyond traditional consulting organizations. We value our personnel and realize retaining our top performers saves both time and money while helping us provide continuity across engagements. It also provides opportunities for our staff to become more knowledgeable in new technologies for professional growth and development. We encourage our team to continually learn through classroom and on-line training, conferences, and webinars to expand their knowledge base beyond current skills. We actively fund training opportunities and certifications to ensure our staff remain at the top of their respective fields. We also encourage mentoring of junior staff members so they can learn from the experts how to perform more advanced capabilities. Our team includes our proposed contractor partners who actively participate in blogs, write white papers and cases studies to document challenges they've overcome and to contribute to their community's understanding in advance technology areas.

This depth is critical to U.S. Communities in assuring that application, technology and database components are all coordinated in concert with each other without exposing U.S. Communities to any unnecessary risk. Our Oracle partner level and long-term relationship with Oracle and Oracle Customer Service will help the project team resolve issues in a timely manner.

Team DLT has industry-based solutions approved by Oracle, and we hold the following Oracle Certified Partnerships:

- Certified Platinum Applications Partner
- Certified Platinum Technology Partner
- Awarded distinctive “Specialization” in Oracle E-Business Suite
- Awarded distinctive “Specialization” in Oracle PeopleSoft
- Awarded distinctive “Specialization” in Public Sector
- Certified Consultants in Hyperion
- Certified Consultants in Business Intelligence Oracle Managed Services Provider

We adhere to Oracle’s strict standards and practices to maintain our premium partner status, including: session attendance at conferences and user groups, participation of online partner webcasts, and meeting of ongoing training requirements. Team DLT only hires senior Oracle resources, and our consultants average more than 12 years of related functional/consulting experience.

2.1.6 Provide Hardware, Software, Services, & Solutions as Ordered (RFP 2.1.5.1)

Team DLT is dedicated to delivering high-quality services and solutions to the U.S. Communities in order for PPAs to meet ever-evolving requirements. Our team of experts know the Oracle product lines and how to best leverage the technologies to maximize return on investment. We take pride in our ability to effectively execute solutions that deliver value to our customers. We view the relationship with U.S. Communities as a partnership, requiring us to work together to beat expectations consistently. We understand a successful experience requires that both Team DLT and U.S. Communities must meet stated objectives. We will work diligently to define the requirements with measures in place to validate that requirements are being met before considering a job complete.

2.1.7 Perform Consulting, Assessment, Design, Integration, Installation, & Management of Services/Solutions (RFP 2.1.5.2)

Team DLT is made up of consultants with tried and tested experience leveraging a standard, repeatable process to implement any technology solution, no matter the complexity. We will work with U.S. Communities stakeholders to perform an initial assessment of the duties requested. This allows our team to appropriately scope and scale the work, providing an accurate level of effort to avoid cost and time escalation concerns. Through this exercise, any risks will be identified and mitigated to the fullest extent possible to further aid in meeting project deadlines. Our designs will undergo an intensive internal peer review process to validate that requirements will be met on time and under budget. Our solutions will be integrated into the environment, leveraging our experience and best practice methodology to avoid many of the common pitfalls typically associated with failed deployment efforts.

Our installation practices will introduce optimization to include automation where possible to provide a repeatable and standardized process while easing the management of installation activities. We will proactively manage the services and/or solutions to continuously improve operations, resulting in lowered operational cost while providing a more efficient and effective solution.

Team DLT has completed more than 500 Oracle engagements; these engagements vary from assessments, new implementations, and upgrades to augmenting installed environments with additional applications. This variety and depth makes us uniquely positioned to leverage application functionality quickly for our clients, while best positioning them to take advantage of the integration points and future functionality.

Figure 2-1 on the following pages shows a sample of a select group of DLT partners and identifies what each brings to the U.S. Communities program and its Participating Public Agencies.

Figure 2-1 Team DLT Partners

Team DLT Business Profiles	
	<p>DLT Solutions, LLC (dba DLT Solutions) 2411 Dulles Corner Park, Suite 800, Herndon, Virginia 20171 Incorporated: 1991, Virginia • Number of years in business: 26 Number of employees: 300+</p> <p>DLT Solutions, an Oracle Platinum Partner and largest GSA Value-Added Reseller (VAR) in the public sector, brings proven experience and success in providing Oracle products, services and solutions. We will focus on U.S. Communities needs and employ an innovative solution framework that will achieve your goals and realize your vision. <i>DLT Solutions is Oracle's most tenured public sector partner.</i></p>
	<p>Sierra-Cedar, Inc. 1255 Alderman Dr., Alpharetta, GA 30005 Incorporated: 1997, GA detta, GA 30005rs partner brings t 8 office locations:</p> <p>Sierra-Cedar developed its Public Sector and Higher Education Practices more than 20 years ago to provide high quality Oracle services to meet clients' business needs and achieve organizational objectives. Sierra-Cedar is one of the largest consultancies focused on delivering Oracle services to state governments, state agencies, higher education institutions, cities, counties, school districts, public retirement agencies, and public transportation authorities. Nationally, Sierra-Cedar has delivered Oracle services for more than 400 Public Sector and Higher Education clients. These organizations range in size from 200 employees to more than 200,000 employees with operating budgets that range from \$50 million to \$10+ billion.</p> <p>Sierra-Cedar is a recognized as an Oracle Platinum Partner and has achieved Cloud Excellence Implementer status. Sierra-Cedar has a strong Oracle-focused sales organization comprised of more than 20 senior level sales professionals providing coverage in all 50 U.S. States. Sierra-Cedar is headquartered in Alpharetta, GA and has regional offices in key markets across the U.S. including Charlotte, NC; Denver, CO; Phoenix, AZ; and Los Angeles, CA. Sierra-Cedar's consultancy is one of the largest Oracle focused practices in North America with more than 700 consultants with competencies in a wide range of Oracle applications and technology. Sierra-Cedar specializes in implementations, upgrades, training, managed services, and staff augmentation services for Oracle Cloud Applications, PeopleSoft, E-Business Suite, Hyperion, and Business Intelligence.</p> <p style="text-align: center;"><u>STRENGTHS</u></p> <p style="text-align: center;">• Enterprise Performance Management • Oracle E-Business Suite • Oracle Business Intelligence (OBIEE & OBIA) • Oracle Technology & Integration • Oracle Cloud Applications • PeopleSoft</p> <p style="text-align: center;"><u>CLIENT EXAMPLES</u></p> <p style="text-align: center;">• Boston • Fort Worth • Milwaukee • Oklahoma City • Sal Luis Obispo • Broward County, FL • Broomfield, CO • Milwaukee • King County, WA • Ramsey County, MN • Yuma County, AZ • Arizona State University • University of California • University of Maryland • University of Texas System • University of Wisconsin • New Mexico • California • New York • Kansas • Vermont</p>

Team DLT Business Profiles



Applied Engineering Management Corporation (AEM)

13880 Dulles Corner Lane, Suite 300, Herndon, VA 20171

Incorporated: 1986, California • DBA: Vizuri • Number of years in business: 30

Applied Engineering Management (AEM) Corporation was founded in 1986 as a 100% woman-owned business with employees spanning 23 states across the US. Through its people, AEM maintains in-depth knowledge and experience to deliver high quality solutions customized to satisfy each customer needs. As an organization, AEM serves as a trusted DLT partner with over 30 years providing enterprise solutions support to various size customers and agencies. AEM has expansive Oracle experience through the Data Strategies division to include migration, implementation, operation, maintenance, transition, and performance-based solution delivery.

We have worked with customers in both the public and private sector, so we understand a variety of challenges customers face in trying to do more with less funding. With AEM, customers are provided expert engineers who are recognized in their respective fields for implementing quality solutions based on industry best practices. Our certified engineers speak at conferences, provide in-house training, and document key capabilities to ensure customers have the knowledge necessary to seamlessly transition into an operational support role. Although our experts cover a wide track of Oracle solutions, they are particular noted for their areas of expertise regarding the below technologies. ***AEM is a woman-owned small business.***

STRENGTHS

- Data Management and Analysis • Training and Technical Assistance • Cloud Solutions
- Engineered System • Database Administration • Linux/Solaris Administration
- Oracle Middleware

CLIENT EXAMPLES

- Colorado DOT • Utah DOT • Nevada DOT • Ohio DOT



eVerge Group LLC

4965 Preston Park Blvd, Suite 700, Plano, Texas 75093

Incorporated: 1993, Texas LLC • Number of years in business: 25

eVerge Group is a long-standing Oracle partner that delivers world-class consulting services with the highest level of expertise and the widest range of flexibility. Our consultants are all Oracle certified with solid technical experience, broad functional knowledge and hands-on industry expertise. ***eVerge is a minority-owned business.***



STRENGTHS

- Oracle Data Quality • Oracle Fusion CRM Solutions • Oracle Fusion HCM Solutions
- PeopleSoft 9.1 Human Capital Management • PeopleSoft • Siebel CRM 8
- Cloud Services • Oracle Sales Cloud • Oracle Global Human
- Resources Cloud • Oracle RightNow Cloud • Middleware
- Oracle Business Intelligence

CLIENT EXAMPLES

- City of El Paso, TX • City of Fort Worth, TX • City of Fresno, CA • City of Overland Park, KS • City of Oklahoma City, OK • City of Plano, TX • Eastern Municipal Water District
- Oakland County, MI • Office of the Criminal Sheriff Orleans Parrish • State of New Mexico • State of Oklahoma • State of Tennessee • Abilene ISD • Amarillo ISD • Apollo Group (University of Phoenix) • Birdville ISD • Brazoria County School District • Elgin Public Schools • Greenville County School District • Jefferson County Schools • LA Unified School District • Rochester City Schools • Saint Paul Public Schools • San Diego USD

Team DLT Business Profiles

	<p>Arisant, LLC 383 Inverness Parkway, Suite 175 Englewood, CO 80112 Incorporated: 2006, Colorado 175 Englewood, CO 80112f Orleans</p> <p>Arisant is a long-time Oracle Platinum Partner. Our goal of supporting our customer Mexico • State of Oklahoma • State of Tennessee • Abilene ISD • Amarillo ISD of Oracle's technologies across the entire technology stack of our customers. Since 2006 Arisant has offered complete software lifecycle implementation services including architecture, configuration/implementation (on-prem and in the cloud), migration, and dev/ops support. From Infrastructure (IaaS) to Databases/Middleware (PaaS) integration, to hardware acquisition and software licensing, Arisant provides expertise that enables our customers to reduce the time and complexity of implementing, integrating and maintaining large-scale Oracle solutions.</p> <p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • <i>Oracle Engineered Systems: Architecture, Implementation, Migration, ongoing Managed Services</i> • <i>Oracle Cloud Infrastructure: Architecture, Implementation, Migration, ongoing Managed Services</i> • <i>Managed Services</i> <p><u>CLIENT EXAMPLES</u></p> <ul style="list-style-type: none"> • <i>King County, WA</i> • <i>State of Colorado – Colorado Department of Education</i> • <i>The University of Colorado, Denver</i> • <i>City of Las Vegas, NV</i>
	<p>Gaea Global Technologies, Inc., 5201 Great America Pkwy, Suite 320, Santa Clara, CA 95054</p> <p>Gaea Global Technologies, an Oracle Platinum Partner, is a global services company that unites its pioneering knowledge of Oracle enterprise products with its deep domain expertise of industry verticals to create the best software solutions for its customers. It leverages its global reach, lower cost base, round the clock service, to deliver fundamentally superior ROI. Gaea is a Minority Business Enterprise (MBE).</p> <p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • <i>Supply Chain Execution</i> • <i>Enterprise Project and Portfolio Management</i> • <i>Capital Planning and Cost Controls</i> • <i>Estimating</i> <p><u>CLIENT EXAMPLES</u></p> <ul style="list-style-type: none"> • <i>Long Beach City College</i> • <i>West Virginia University</i> • <i>University of California San Francisco</i> • <i>Milwaukee County</i> • <i>Denver Airport</i> • <i>DTE Energy</i> • <i>PGCPS</i> • <i>GENPACT</i>

Team DLT Business Profiles



GNC Consulting, Inc.

21195 S LaGrange Road, Frankfort, IL 60423

GNC concentrates across multiple industries with a strategic focus in Public Sector. Our consultant base and clients are located across the United States.

GNC has been an Oracle/PeopleSoft partner continuously for over 23 years throughout our existence, delivering in over 360 implementation and upgrade projects leveraging PeopleSoft, Hyperion, Taleo and Oracle Cloud Solutions. Oracle measures partners on their customer satisfaction levels and GNC has an excellent reputation for consistently delivering projects and services on time and within budget. GNC is an Oracle Platinum Partner, one of Oracle's highest partner levels and validates GNC's breadth and depth as an Oracle partner and system integrator. GNC is also an Oracle Specialized Partner in PeopleSoft Financial/Supply Chain Management, Human Capital Management, PeopleTools and Hyperion Planning. GNC Consulting is a Minority and Veteran Owned Company.

STRENGTHS

- PeopleSoft Financials • PeopleSoft Supply Chain • PeopleSoft Human Capital Management • Hyperion Planning • Taleo
- Planning and Budgeting Cloud Service and Talent Acquisition Management Cloud Service • Developing additional expertise in Oracle Financial Cloud Service and Oracle HCM Cloud Service

CLIENT EXAMPLES

- Chester County • Arlington County • Port Authority of Alleghany County • City Utilities of Springfield, MO • Port of Seattle • State of Tennessee • Los Angeles Community Development Corporation • Lower Colorado River Authority • City of Indianapolis
- Mecklenburg County • State of Wisconsin • State of Illinois



Synaptein Solutions

1568 Spring Hill Road, Suite 402, McLean, VA 22102

Synaptein Solutions, an Oracle Gold Partner, is an 8(a) Small Disadvantaged Business based in McLean, VA. Synaptein has experience managing enterprise-wide large scale data systems and works as a prime with large system integrators. Synaptein specializes in information management, data analytics, critical systems support and optimization, and enterprise transformation and optimization. Our consultants work with our clients to achieve results, realize efficiencies, and gain a return on investment. Synaptein is an 8 (a) Small Disadvantaged Business and Hub Zone.

STRENGTHS

- Information Management • Data Analytics • BPM • Critical Systems Support and Optimization • Enterprise Transformation and Optimization
- Web Development • IV&V / Testing

CLIENT EXAMPLES

- Office of Information Technology (OIT):
- Virginia • Idaho • North Carolina • Delaware • Michigan

Team DLT Business Profiles	
	<p>Mirage Software Inc; DBA Bourntec Solutions, Inc. 1701 East Wood field Road, Suite 636 Schaumburg, IL 60173 Incorporated: 1998, IL</p> <p>Bourntec Solutions Inc., an Oracle Gold Partner, provides full support across the entire Oracle product portfolio, with proven & proprietary methodologies supported by stringent governance models. Our Solution Factory, Upgrade Lab, Tools, Accelerators and Enablers expedites the implementations, migration and upgrades. Our deep knowledge about the requirements of enterprise systems, verticals and industries ensure your applications evolve along with your business.</p> <p>Bourntec Solutions Inc. has a strong track record for delivering smarter, better, high-quality, and end-to-end Oracle services to clients worldwide. With deep insight into your business and systems, we can help you adopt Oracle and then evolve and apply the technology in line with your requirements and goals. Boutntec Solutions is a Minority and Women owned Business Enterprise (MWBE); certified Small Business.</p>
	<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Enterprise Applications, viz. eBusiness Suite, PeopleSoft • Business Intelligence (BI) • Corporate Performance Management (CPM/EPM) • Application Managed Services • Governance, Risk and Compliance (GRC) • Security and Identity Management (IdM) <ul style="list-style-type: none"> • Oracle Cloud Financials Services • Oracle Cloud Human Capital Management • Oracle Cloud Configure, Price Quote (CPQ)
	<p style="text-align: center;"><u>CLIENT EXAMPLES</u></p> <ul style="list-style-type: none"> • Prince George's County Public Schools, Maryland • State of Maryland (Through Department of Information Technology, DoIT) • Maryland, Department of Human Resources • City of Chicago, Board of Education (Chicago Public Schools), Illinois • City Colleges of Chicago, Illinois • City of Chicago, Illinois • Illinois Department of Central Management Services • Illinois Department of Insurance • Chicago Transit Authority, Illinois • Illinois Department of Employment Security • Illinois Department of Human Services • Illinois Department of Healthcare and Family Services • Illinois Governor's Office of Management & Budget • Illinois, PACE Suburban Bus Service • Illinois State Board of Education • Illinois, University of Illinois • Virginia Community Colleges System • The NYS Office of the State Comptroller • University of Texas Dallas State of Texas <ul style="list-style-type: none"> • State of Montana • State of Florida • San Bernardino County, California • Utah Transit Authority, Utah • Arizona State University, Arizona • Mississippi Department of Child Protection Services, MS

2.1.8 Provide Professional, Technical Support, and Engineering Services/Solutions (RFP 2.1.5.2)

Team DLT has the experience and certified knowledge necessary to provide professional and technical support for all participating parties of U.S. Communities. Our body of knowledge includes servers, storage, networking, virtualization, operating system, Engineered Systems, applications, and database technologies. We have a standardized approach that works across technology stacks, centered on implementing best practices for performance, redundancy, reliability and scalability while minimizing operational costs. Our team will automate manual practices, tune configurations, resolve challenges, implement technologies, and provide architectural direction to satisfy a wide array of requirements. We will work collaboratively with U.S. Communities to understand the challenges and risks at hand to provide a solution that puts each organization in the best position possible to succeed.

The following describes Team DLT's service lines:

Managed Services – Team DLT aligns IT initiatives with enterprise objectives from business transformation and reengineering, project prioritization, product selection and validation, to risk management to ensure your enterprise realizes results. The DLT Managed Services offering comprises the proven DLT management methodology and suite of tools, coupled with DLT vendor-certified engineering oversight, allowing users the ability to have DLT monitor, manage, and provision their environments to meet their needs via a safe, secure and methodical means.

Built on vendor partners' proven framework, our cloud platform offerings allow your customers to rapidly procure IT services, scale up or down as needed and release when finished, resulting in the perfect mix of cost savings, improved service deliverability, and increased productivity for your agency. DLT Managed Services supports the entire life cycle of services for the Oracle platform. From design and implementation to management and support, we offer a unique "train-mentor-deliver" approach that guarantees rapid customer adoption and maximum self-efficiency. DLT Managed Services also provides our customers with ongoing managed services including support, monitoring and maintenance to ensure continuity and consistency within your cloud environment. Whether we host your data in our state-of-the-art data center or maintain it at your own facilities, Team DLT provides a cost-effective, worry-free way to proactively support, maintain and monitor your Oracle environment.

Professional Services – As a vendor-authorized Premier Consulting Partner, DLT's Professional Services team aligns our consultations, designs and services with the vendor partner best practices. This methodology is based on vendor and DLT experience gained in assisting many organizations to successfully adopt our vendor partner hardware, software and cloud solutions. Additionally, the methodology references industry-wide best practices and frameworks such as COBIT, TOGAF and ITIL. Different elements within the DLT Professional Services offering, or "perspectives," provide a collection of methodologies to support the requirements of Symantec and Veritas product adoption and implementation.

DLT Professional Services can assist your stake holders and technical staff with the creation or the review of existing reference architecture and solution patterns to comprehensively incorporate into your environment. We will work with you to publish your policies as descriptive documentation with graphical aids. The results are delivered in such a way that security is embedded within the "infrastructure as code" philosophy whenever applicable. A carefully vetted partner from our extensive network (see above) will provide any services not completed directly by DLT.

DLT has the ability to provide consulting, assessment, design, integration, installation, and managed Services/Solutions at the task order level. These services include but are not limited to;

- Oracle Consulting Lift and Shift for Oracle SOA Cloud Service
- Oracle Consulting Lift and Shift for Oracle Java Cloud Service
- Oracle Consulting Assessment for Oracle Big Data Operational Readiness
- Oracle Consulting Architecture Blueprint and Roadmap for Oracle Application and IT Infrastructure Optimization
- Oracle Consulting Core Implementation Pack for Oracle ERP Cloud for Midsize
- Oracle Consulting Core Implementation Pack for Oracle Planning and Budgeting
- Human Capital Management - Oracle Human Capital Management Cloud Healthcheck and Optimization Assessment, PeopleSoft Optimization Services, and Oracle Consulting Core Implementation Pack for Oracle HCM Cloud for Midsize
- Oracle Consulting Lift and Shift for Oracle E-Business Suite to Oracle Cloud
- Oracle Consulting Advisory for Oracle Engineered Systems
- Oracle Consulting Assessment for Oracle Identity and Access Management

- Oracle Consulting Advisory for Oracle Enterprise Data Security
- Oracle Advanced Support Assistance for Software 8X5
- Oracle Advanced Support Assistance for Software 7X24
- ACS Supplemental Resources for Software
- ACS Supplemental Resources for Systems
- Oracle Advanced Database Support
- Oracle Advanced Database Support with TAM
- Oracle Advanced Database Support: Patch Management (1, 2, 3, and 4 patches)
- Oracle Business Critical Assistance for Software 8X5
- Oracle Business Critical Assistance for Software 7X24
- Oracle Solution Support Center for Software 8X5
- Oracle Solution Support Center for Software 7X24
- Oracle Solution Support Center Connected
- Oracle Advanced Support Knowledge Workshop
- Oracle Advanced Support Knowledge Workshop for Systems
- Oracle Capacity Planning Review and Recommendations
- Oracle Capacity Planning Review and Recommendations for Systems
- Oracle Configuration Review & Recommendations
- Oracle Configuration Review & Recommendations for Systems
- Oracle Consolidation Planning Service - Local/Remote Delivery
- Oracle Consolidation Planning Service for Systems - Local Delivery
- Oracle Database Security Review Pack
- Oracle Go-Live Support
- Oracle Go-Live Support for Systems
- Oracle High Availability Review and Recommendations
- Oracle High Availability Review and Recommendations for Systems
- Oracle Load Testing and Analysis Service - Local/Remote Delivery
- Oracle Load Testing and Analysis Service - Local Delivery
- Oracle Modernization and Upgrade Roadmap
- Oracle Patch Review and Installation
- Oracle Patch Review and Installation for Systems
- Oracle Performance Review & Recommendations
- Oracle Performance Review & Recommendations Connected
- Oracle Performance Review & Recommendations for Systems
- Oracle Performance Tuning and Benchmarking Service - Local/Remote Delivery
- Oracle Performance Tuning and Benchmarking Service - Local Delivery
- Oracle Platform Provisioning and Readiness Pack
- Oracle Platform Provisioning and Readiness Pack for Systems
- Oracle Preproduction Readiness Review
- Oracle Preproduction Readiness Review for Systems
- Oracle Production Diagnostic Review & Recommendations
- Oracle Production Diagnostic Review & Recommendations for Systems
- Oracle Security Design and Hardening Pack
- Oracle Security Review and Recommendations
- Oracle Security Review and Recommendations for Systems
- Oracle Standard Software Installation & Configuration
- Oracle Standard Software Installation & Configuration for Systems
- Oracle Installations and De-Installation Services
- Oracle Relocation Services
- Oracle Supportability Planning and Design
- Oracle Supportability Planning and Design for Systems

Technology Services – Regardless of your technology needs—custom development, portals, BPEL, Service-Oriented Architecture (SOA), identity management or access management—Team DLT can help you manage your IT infrastructure better and at a lower cost. Database services include health-checks, optimization, migrations, upgrades, and performance assessments.

Supply Chain Execution – When Oracle customers need help with logistics and supply chain management, Team DLT offers a team of experts to develop powerful solutions for the Customer by analyzing business processes and building the right combination of Oracle applications to provide unprecedented flexibility in the ways that End Users purchase, design, implement, and manage supply chain solutions. Our team will analyze your business processes and engineer a solution with a customized combination of hardware and software to streamline and optimize your entire organization.

Program Management – Our services include organizational change management, portfolio management, resource management, project execution and oversight.

2.1.9 Provide Maintenance Support (RFP 2.1.5.4)

Team DLT understands existing deployments can provide the largest number of challenges if not properly designed, configured, implemented or maintained. We know the importance of properly maintaining an environment through proactive actions to minimize issues and more efficiently utilize available resources. When our team is brought in to provide maintenance support, we first evaluate existing practices while performing gap analysis to determine what measures need to be added to more effectively maintain an environment. Our team will document all current and future processes to provide a repeatable roadmap for consistently maintaining the environment following proven best practices. We will transfer the knowledge to U.S. Communities stakeholders to allow for a seamless transition of duties to the in-house administration staff. We will not consider our job complete until all parties are comfortable performing the actions defined as part of our standard operating procedures. Through these actions, a more stable, reliable environment will persist resulting in overall lowered operational cost.

One of the service offerings provided by Team DLT is on-going maintenance support services for organizations that either need short-term support or long-term maintenance of their Oracle Business Solution. Maintenance support services can be provided by onsite, offsite or a hybrid based on individual client requirements.

Oracle's industry-leading support policy covers the State's entire technology environment, from database to middleware to applications—an industry first, only from Oracle. With Oracle Support, customers know exactly how long their Oracle products are supported. The Lifetime Support Policy provides access to technical experts for the license term of the Oracle products and consists of three support stages: Premier Support, Extended Support, and Sustaining Support.

Premier Support – Premier Support provides maintenance and support of Oracle Database, Oracle Fusion Middleware, and Oracle Applications for five years from their general availability date. Benefits:

- Major product and technology releases
- Technical support
- Updates, fixes, security alerts, and critical patch updates
- Tax, legal, and regulatory updates
- Upgrade scripts
- Certification with new third-party products/versions
- Certification with new Oracle products

Extended Support – Extended Support lets customers stay competitive, with the freedom to upgrade on their timetable. It provides an extra three years of support for specific Oracle releases for an additional fee. Benefits:

- Major product and technology releases
- Technical support
- Updates, fixes, security alerts, and critical patch updates
- Tax, legal, and regulatory updates
- Upgrade scripts
- Certification with existing third-party products/versions
- Certification with new Oracle products
- Extended Support may not include certification with new third-party products/versions.

Sustaining Support – Sustaining Support puts customers in control of their upgrade strategy. Sustaining Support includes access to online support tools, knowledge bases, and technical support experts. Benefits:

- Major product and technology releases
- Technical support
- Access to Oracle MetaLink/PeopleSoft Customer Connection/Siebel SupportWeb
- Pre-existing fixes for customer's solution
- Customers may also obtain customer-specific fixes at an additional fee. Sustaining Support does not include:
 - New updates, fixes, security alerts, and critical patch updates
 - New tax, legal, and regulatory updates
 - New upgrade scripts
 - Certification with new third-party products/versions
 - Certification with new Oracle products

Team DLT will provide post-production support by slowly reducing the project team while continuing knowledge transfer. For the first month of the system in production, Team DLT will have dedicated support personnel onsite providing second level support and knowledge transition to PPA resources. In the second and third month, remote support will be provided on a time and material basis.

Oracle Support Services provides 24x7 response via the web through MetaLink and using Global Support Centers (GSCs) located in the United States (Colorado Springs, CO), United Kingdom (Bracknell, England), Australia (Melbourne) and India (Bangalore). These GSCs are the backbone of the global support infrastructure, and are augmented by over 90 Local Support Centers that extend support capabilities—operating in countries where Oracle does business. Support is provided in 27 languages and more than 150 countries around the globe.

Oracle Support engineers have an average tenure of 10 years, with extensive knowledge and in-depth technical expertise in programming, database management, and computer operations.

The innovative approach of Oracle Collaborative Support uses highly secure Web conferencing technology to offer a direct connection to the trusted expertise of Oracle Support engineers for accurate diagnosis and swift resolution—up to 30 percent faster. This is success in real time, delivering optimal availability of your systems.

As previously stated, continuous, effective knowledge transfer is one of the guiding principles of Team DLT's streamlined process. Our goal is to empower our clients to use the system on their own and to reduce the dependency on Team DLT once the implementation is complete. In order to accomplish this goal, we must ensure that the client user community has a thorough understanding of the new technology and associated capabilities.

Team DLT believes that learning happens by doing. Therefore, we encourage our clients to perform many of the implementation tasks on their own with guidance from our experienced consultants. Our partnership approach means that the PPA's project resources will have responsibility for tasks during the implementation, encouraging ownership of the project. By working hands-on with the system, PPA resources will have a better understanding of the system throughout the project lifecycle.

Under our proposed approach, the entire project team will be actively involved in the project thus maximizing knowledge transfer. By working with Team DLT's consultants to complete all configuration and design activities throughout the project, they will work within the framework of the Team DLT approach to ensure full knowledge transfer. This approach formalizes on-the-job training by ensuring that PPA personnel are exposed to system issues and their resolutions as they work through the implementation with Team DLT.

Since Team DLT will be configuring the technology throughout the implementation and supporting the solution at go-live, it is imperative that they are deeply involved in the tasks throughout the implementation, not just leading up to go-live. As part of this response, Team DLT proposes a comprehensive support and training/knowledge transfer plan. Every Team DLT implementation includes a full review of the training needs for the organization and employs many methods such as training, one-on-one instruction, walkthroughs, and detailed documentation to effectively prepare the user base for the upcoming functionality.

2.1.10 Provide Project Management Support

U.S. Communities requires a unique blend of management skills that includes both technical and functional expertise. Team DLT provides technical experts and project managers who are certified to provide superior support across multiple initiatives. Our project managers work directly with the technical team to develop a realistic project schedule that accounts for requirements, scope, risks, deliverables, resources and key milestone dates. We will work with U.S. Communities to review the project plan to validate that all elements have been thoroughly vetted and to provide buy-in on the acceptance criteria for all identified deliverables. All projects will undergo Earned Value Management principles for scope, schedule, and costs to ensure accuracy and timeliness for proactively tracking a project's progress. We will provide monthly status reports to customers showing work accomplishments along with future action plans and deliverables schedule status so that all parties have a complete understanding in terms of the state of a project at any point in time. These value-add project management activities will put U.S. Communities in the best position possible for managing costs in relation to work performed to provide a complete understanding of the budget implications concerning a given project at any given time.

Team DLT achieves quality consulting services and excellent client satisfaction through our effective project management, planning and governance methodology. By aligning business objectives with the Oracle project objectives during the initial planning and discovery phase of the project and then, by continually monitoring the progress toward meeting these objectives throughout the project, Team DLT and its project management team maintain focus on ensuring a successful outcome.

Team DLT assigned a national account manager responsible for day-to-day project success and progress. Our project manager will have front line responsibility for each of the elements described in Team DLT's Project Management Model and will work closely with your project leadership and the entire project team to accomplish each of the elements as described below.

Project Governance – Project governance and controls must be in place to ensure successful project delivery. Important components of project governance and controls include:

- Identify all project stakeholders and ensure communication of status, risks and issues to each as part of the communication plan; the communications vehicle is a weekly status report and review meeting
- Clear assignment of roles and responsibilities
- Create a mechanism for budget and time tracking ("Dashboard")
- Identify project risks at the beginning of the project, provide a mitigation strategy for each, and monitor throughout the course of the project
- Define an issue management and escalation process
- Create a quality assurance plan that includes checkpoints for review, feedback and signoff

The project management practices that Team DLT encourages and utilizes for our client's Oracle projects include:

- Change/scope management
 - Set performance targets and define and control the scope of work
 - Document approach, standards, metrics and procedures to be applied to the project
 - Document and communicate all agreed upon scope changes
- Communications management
 - Identify methods of communication
 - Ensure standard Team DLT communications events occur
 - Assist project leadership in communicating project related information to staff
- Issues management
- Resource and task management
- Scope management
- Quality management
 - Plan, monitor and control the deliverable acceptance process
 - Ensure all planned testing and review processes are completed
 - Review deliverable acceptance status with Team DLT management and your management
 - Audit project quality throughout the project by providing periodic Team DLT management oversight and quality reviews
- Risk management
 - Identify risks that threaten the project
 - Define a task-based strategy for mitigating risks
 - Monitor the changing status of project risks
- Relationship management
 - Ensure PPA's objectives are met
 - Ensure Team DLT objectives are met
 - Maintain a professional, open and candid relationship with project leadership and team members

- Cost and budget management
 - Plan, monitor and control project costs in keeping with the contract
 - Ensure accurate invoicing and provide timely resolutions to billing issues
 - Prepare monthly budget to actual reports highlighting areas of concern and efficiencies
- Tracking and control
- Technical environment management
- Work plan management
 - Plan, monitor and control team activities and deliverables
 - Meet project goals on schedule and within budget
 - Closely monitor the tasks and performance of team members
- Team Management
 - Select staff with appropriate skills and experience levels who can work together effectively to achieve targets
 - Serve as a supervisor and a mentor
 - Work with team members to set realistic individual goals and periodically evaluate progress

See Section 3 for additional information on DLT's Project Management qualifications.

2.1.11 Performance Reporting (RFP 2.1.5.6)

As the incumbent contractor, DLT understands and is committed to the reporting requirements of U.S. Communities at both the project and contract level. At the project level, DLT's deadline-oriented professionals provide consistently accurate weekly/monthly/quarterly status reports as applicable, most of which are key deliverables of the projects. At the contract level, DLT's order placement system "speaks" directly to our accounting system so that monthly, quarterly, and annual transaction reports can be accomplished with ease and accuracy. In addition to the standard reports required by the Customer and/or U.S. Communities, DLT's Business Operations Group can create and customize reports, from high level summaries down to line-item details. Most of the contracts DLT currently holds and supports contain some form of reporting requirement. Through its Operations team, DLT Solutions is able to accommodate a wide variety of reporting data requirements and frequency.

2.1.12 Provide Ongoing Marketing of the Contract (RFP 2.1.5.7)

DLT Solutions' high volume, cost-efficient direct marketing format enables an advantage over other Oracle resellers and integrators; we have used this marketing advantage to drive significant year-over-year revenue growth for U.S. Communities through the currently awarded contract. Upon award of a new Master Agreement, DLT will continue to work closely with U.S. Communities to maintain alignment and promote the contract to Participating Public Agencies. Through its marketing program, DLT and its partners will:

- Travel with U.S. Communities personnel to market the contract
- Directly promote the contract to Participating Public Agencies

DLT Solutions has a history of marketing to the state, local and education markets with Oracle and U.S. Communities; we have conducted over 250 integrated campaigns and leveraged new and existing customers and contacts to close over 500 wins valued at nearly \$100M. In addition to the contacts in our enterprise applications database, DLT Solutions also leverages over 155,000 customers and contacts to conduct state and local year-end campaigns with the specific goal of helping them spend their remaining IT budgets before the new fiscal year begins. This customer contact database generally grows at 20-25% annually. As an Oracle Platinum Partner, DLT will offer U.S. Communities customers increased savings

through products specials and promotions as well as increased exposure through sales contests targeted at expanding contract awareness.

As a continuation of our existing investment, DLT is prepared to match the previous contract's ~\$1.5M marketing and advertising campaign investment. Our Marketing Plan outline will include, but not be limited to the following elements:

- **Public Relations:** Upon award of the contract, DLT Solutions will create and distribute a press release highlighting the continued availability of the U.S. Communities contract in its contract portfolio to all of its media contacts via an online newswire service with substantial national reach. DLT Solutions will continue to create and distribute press releases highlighting significant wins (\$1M+) that come from the U.S. Communities contract. Lastly, DLT Solutions will use U.S. Communities wins to identify unique stories that can be turned into case studies and subsequent press opportunities.
- **DLT-U.S. Communities Homepage:** Per contract requirements, this page will include the U.S. Communities logo, the logos of the founding co-sponsors and all required documents as well as the NAM contact information (dedicated hotline and email address).
- **U.S. Communities Customer Portal:** A secure and dedicated portal housing a list of all of the products and services listed on the contract, pricing and the contact information of the respective sales contact for that region.
- **Trade Shows:** Participation and/or sponsorship in national trade shows and conferences and targeted events in AZ, CO, PA, TN, VA, MD, WV, IL, NY, CA, TX and FL, including pre-and post-event communications, opportunity for sponsored content promotion on dlt.com, a post-event summary, supporting social media megacampaigns across various platforms, and post-event call campaigns with relevant sales plays.
- **Tech Days:** In addition to participating in events hosted by third-party organizations, DLT will develop direct events that highlight the U.S. Communities program offerings.
- **Email Campaigns:** DLT has invested heavily in Marketo, an email marketing automation tool. Using this tool, DLT will continue its ongoing email campaigns highlighting the U.S. Communities as well as information about events, tech days and any other pertinent news.
- **Social Media/Web Marketing:** DLT is the leading vendor in the public sector in leveraging social media and pay-per-click (PPC) marketing to attract new business. DLT will create a social media campaign targeted to 7,000+ followers on LinkedIn and Twitter to promote U.S. Communities. DLT will also create PPC campaigns on Google, Bing and Yahoo using targeted keywords to promote the contract.
- **Sales Collateral:** DLT will update its one-page information sheet that highlights the U.S. Communities program and the products and services included on the contract. The information sheet will be available electronically. The printed version will be used as a follow-up to a sales call or any in-person events that DLT hosts or attends. We will adhere to U.S. Communities' guidance on the use of the U.S. Communities logo.

2.2 DLT Staff Experience (RFP 2.3)

For more than 26 years, DLT Solutions has partnered with Oracle Corporation to provide best-of-breed software solutions to the Federal government, state and local agencies, higher education, and commercial entities. Most of our senior management leader staff have either worked directly for Oracle or have at least 10 years of experience working with Oracle; this puts DLT in a unique category. With over one hundred acquisitions in the past seven years, it can be cumbersome to work through the various channels with such a large organization as Oracle. Our extensive background, knowledge, and experience in working with Oracle enables us to cut through the complex internal processes it takes to get various actions items completed, which, in some cases, can be mission-critical to organizations. Due to our long-standing relationship with Oracle management, accounting, sales, and contracts, we understand, at an intricate level, how these specific divisions work. We leverage that knowledge, our relationships, and the value of the existing U.S. Communities Contract #13120 to serve as an advocate for the customer to efficiently navigate through their respective order processes.

DLT Solutions has been the sole owner of the U.S. Communities Contract #13120 for Oracle Products, Services, and Solutions since April 2014. Due to our vast knowledge of Oracle's offerings, our extensive efforts in marketing the U.S. Communities contract, and the efforts of our dedicated sales staff, we have seen great success throughout our ownership of the contract. This success has allowed us to foster strong relationships with Public Sector Agencies throughout the country. The combined value of U.S. Communities Contract #13120, and DLT's efforts, have created an environment where many agencies throughout the country are now strong advocates of the U.S. Communities program. These agencies include, but are not limited to, the following:

- King County, WA
- City of Chicago, IL
- Iowa Department of Human Services
- City of Kansas City, MO
- Manatee County School District (FL)
- Regional Transportation District (CO)
- City of Colorado Springs, CO
- City of Atlanta, GA
- Fairfax County Public Schools (VA)
- Sound Transit (WA)

Table 2.2.1-1 Key Personnel Contact Information

Name	Title	Phone	Email
Keith Barnes	Senior Vice President, Oracle Division	571-346-1894	Keith.Barnes@dlt.com
Maria Moore	Vice President of Marketing	703-708-9652	Maria.Moore@dlt.com
Chris Dewey	Senior Vice President, Sales	703-708-9608	Chris.Dewey@dlt.com
David Roth	National Account Manager	703-773-9221	David.A.Roth@dlt.com
Kevin Ford	Team Lead. State & Local Sales	703-708-9637	Kevin.Ford@dlt.com
Alicia Geaneas	Manager, Partner & Channel Alliances	571-346-1852	Alicia.Geaneas@dlt.com
Jason Hyde	Business Analyst	571-346-1848	Jason.Hyde@dlt.com

Role	Description of Role	Person Responsible and Title	Time Commitment
Executive Sponsor	Responsible for the corporate commitment. Works with Supplier Manager.	Brian Strosser	100%
National Account Manager	Responsible for sales efforts and training of sales people across the country. Works daily with Program Managers and Supplier Manager.	David Roth, Kevin Ford	100%
Lead Referral Manager	Responsible for distributing leads generated through the USC website.	Kevin Ford	100%
Marketing Lead	Responsible for all marketing efforts. Works with USC marketing regularly.	Crystal Harley	100%
IT Lead	Responsible for building USC landing page for supplier.	Maria Moore	100%
Reporting Lead	Responsible for providing monthly reports to USC.	Laura Haight	100%

Our track record is supported by hundreds of successful software implementations and upgrades. Through a combination of technical and functional expertise, derived from our pre and post sales engineers, our innovation lab, and our certified state side support, Team DLT ensures that clients realize the full benefit of the software's functionality. Unlike many other Distributors and Value Added Resellers, who may only play a fulfillment role, DLT's proven best practices and experienced consultants, combined with our continued investment in our Partners' and Clients' technology, ensures adoption, success, and satisfaction at the customer level. Keys to our success include:

- **Experienced Consultants** – Team DLT's consultants help clients solve challenging IT problems by leveraging industry best practices, in-depth Oracle technology expertise, and experience gained from past successes. Our consultants rank amongst the top 5% of talent within the industry. DLT employs a rigorous vetting process to ensure prospective candidates bring functional and industry knowledge that consistently delivers value-added services that align with our customer's needs and expectations. Our employees are expected to maintain proficiency by attending various training opportunities (on-line, conference, in-class, peer-to-peer mentoring, etc.) along with participating in Oracle-required certification testing sessions in order to maintain our Specialization and Platinum Partner level.
- **More Efficient Project Teams** – Because Team DLT consultants are more highly skilled, and focused solely on Oracle Products and Services, they are able to work in smaller teams with fewer levels of project management. Smaller teams allow for communication that is more efficient and fewer coordination activities, which leads to more cost-effective implementation solutions for our customers

- **Streamlined Process** – Team DLT’s process utilizes iterative prototyping and maximizes user involvement in the system development, resulting in a validated system with customer buy-in that clients are prepared to manage at implementation.
- **Commitment to Client Satisfaction** – Team DLT utilizes all available resources, and our Public Sector expertise to ensure our clients receive solutions that meet, or exceed, their expectations. Because we pay careful attention to both the end product and the quality of the activities leading to that end product, we more often than not exceed our client’s expectations to maximize ROI and flexibility based on the client’s respective needs.

DLT Solutions is an Equal Opportunity Employer. Job openings are posted internally first. If position(s) not filled by internal candidate, openings are posted to DLT’s website and to online job boards. Our staff goes through an extensive interview and background check to ensure we hire knowledgeable staff not only experienced with the products we offer but also within the industries we service.

2.2.1 Government Project Experience (RFP 2.3.5)

With more than 2 decades of experience selling products and services to the Public Sector, including a 4-year history within U.S. Communities, DLT is a reliable contractor who can be entrusted with a major contract award. Previous major contract management experience includes:

Contract Name	Dollar (\$) Value
General Services Administration (GSA) IT 70	~\$200,000,000 annually
NASA Solutions for Enterprise-Wide Procurement (SEWP) V	~\$65,000,000 annually
NIH Chief Information Officer-Commodities and Solutions (CIOS-CS)	\$20,000,000,000 (ceiling)
Department of Navy (DON) Oracle Enterprise License Agreement (ELA)	\$380,000,000
Department of Navy (DON) Red Hat Enterprise License Agreement (ELA)	\$133,500,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Red Hat	\$125,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Red Hat	\$115,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Oracle	\$100,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Flexera	\$87,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Solarwinds	\$87,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Autodesk	\$81,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Forescout	\$74,500,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): McAfee	\$50,000,000
Department of Defense (DoD) Enterprise Software Initiative (ESI): Quest	\$40,000,000

2.3 Training (RFP 2.5)

DLT Solutions can provide a complete portfolio of training solutions and certifications for all products and needs. We can provide flexible training formats in support of different learning styles and situations.

Classroom training provides traditional instructor-led training in a public or private format. Another option is custom training where you tailor the content to match your business needs. To save time and money without travel, live virtual training gives you the flexible schedule options. Self-study training is a great supplement to instructor led training where you can maximize your training budget and set your own pace.

Training and learning paths can be based on a particular product or for key job roles.

Training requires thorough planning focused on whom to train, what needs to be trained, who will conduct the training, the determination of appropriate delivery methods, and development of training materials. Our team has extensive experience in all aspects of training. This includes functional to technical, end-user to management, specialized teaching methods and development of customized training material. Our training solutions include, but are not limited to, incorporating the usage of the Oracle User Productivity Kit (UPK) tool for developing and deploying customized training materials for all targeted audiences. We understand that the delivery methods within an organization tend to vary based on different audience groups, therefore a careful assessment of the training requirements, training approach and audience will drive the most efficient and effective delivery method within that organization.

The development of an appropriate training strategy typically commences early in the project lifecycle simply because it is considered one of the most critical success factors in a project and should not be addressed as a second thought late in the project lifecycle. We are committed to aligning our training approach to specific organizational requirements.

Standards Based – Team DLT methodology is standards based to provide a repeatable framework no matter the technologies involved for a given solution. It leverages Unified Process (UP), one of the de facto industry standards. UP is an iterative and incremental approach to developing and implementing technology solutions. Technology professionals use UP's four-phase approach (Inception, Elaboration, Construction and Transition) to ensure they and their stakeholders deliver initiatives that are well-scoped, collaboratively designed and developed, and rapidly deployed.

Iterative – We leverage the Unified Process in a customized approach by incorporating vast industry expertise extended by Team DLT consultants. This methodology emphasizes the advantages of an iterative and incremental approach to implementing technology solutions. The goal of iteration is to increase the quality of work products to a desired level, to add sufficient level of detail, or to refine and expand the work product based on user feedback.

Collaborative – Team DLT Methodology is designed with specific focus on Collaboration ensuring Team DLT consultants continuously partner with stakeholders throughout the project, to align interests, assess impact and share expertise. User Involvement, Knowledge Transfer and Change Management are key collaborative components we will implement to provide value to U.S. Communities. User Involvement early and often throughout the project results in tangible insights, better design, and greater adoption. Knowledge Management activities throughout the project give stakeholders visibility to details of the implementation and the system and lays the groundwork for ongoing client success. Project-long focus on Change Management ensures optimal solution adoption and prepares Users to efficiently and effectively execute business processes and utilize the system.

Adaptable & Scalable – Team DLT Methodology is designed to support a broad range of technology initiatives. As a result, our methodology is scalable and adaptable to support:

Multiple project disciplines, including ERP, CRM, Business Intelligence, Master Data Management, Incentive Compensation

Multiple project types, including New Implementations, Upgrades, and On Demand Different project durations, for example, 2 weeks or 2 years

Training Strategy and Approach – Team DLT has a dedicated national account manager who in collaboration with the staff trainer will develop the overall training strategy and approach and will work with the appropriate U.S. Community and its public agencies personnel during the design phase of the project. This effort will be to assess the training requirements for the organization's end-user community and to start the development of an appropriate strategy and approach. The following are a number of the key components of the training strategy:

- Training scope
- Applications
- Functions within the applications
- Business process changes (internal/external)
- Audience assessment tasks
- Database environment planning for training activities
- Training material milestone tasks
- Documentation maintenance and management of training materials
- Central training calendar and communication method
- Delivery approach options
- Delivery timings
- Delivery schedule
- Training IDs and security requirements

Development of Training Material – The objective of this phase will be to develop training materials uniquely suited to the client, the Oracle modules being implemented and the varying needs of the targeted end-user population. The UPK tool will be valuable to help create training materials; however, it is not the only tool that can and should be utilized. Team DLT resources will work closely with PPA's documentation resources to guide them through a joint effort of material development. We have assumed a shared 50/50 split for estimation purposes; however, it is important for the client to take increased ownership of the development and maintenance of the materials as the project progresses. By the End User Training phase of the project, the majority of the material adjustments should be made by the client.

Training Delivery – The objective of this phase is to deliver the training as developed. The delivery alternatives identified during the strategy sessions will be used to structure the training schedule, course contents, duration, etc. Specific dates for training delivery are typically finalized when the complete set of processes to be incorporated is identified and the full end-user training population is identified. In each of these training delivery solutions the objective is to ensure that are training materials appropriate to the medium of communication, the application and end-user needs.

Training Scope – With respect to this response the following items are included in the project scope:

- Development of a Training Strategy and Approach
- Development of an initial list of recommended courses for functionality overviews and specific applications including course topics and recommended training methodology (Audience Assessment)
- Development of an initial list of course sessions (Training Sessions)
- Recommendation of Oracle University classes for technical leads and system administration resources
- Train-the-Trainer sessions and activities focused on preparing training leads for End User Training events
- Assistance with End User Training sessions.

See Section 3.0 and DLT's Supplier Information Response for additional information.

3.0 Qualifications

Team DLT has a strong national presence as an Oracle Platinum partner of major brands of hardware and software products and solutions. We market through full-color catalogs, tailored Government and Education websites, various ads, publications, and tradeshow. We have been recognized as a VAR leader in the direct response channel and maintain several accolades including being Oracle's number one reseller of hardware and software products. Team DLT's Center of Excellence (COE) capitalizes on our extensive implementation and upgrade experience. Over the last 10 years, we have averaged more than 12 successful Oracle upgrades per year. Team DLT's COE focuses on streamlining the implementation/upgrade processes, leveraging predefined reusable templates, scripts and tools, and establishing best practices in all areas of Oracle.



The COE conducts quality reviews during implementation and upgrade projects to ensure our best practices and standards are followed throughout the project. Our COE is designed to ensure we gain economies of scale, a lower cost incurred to perform implementation and upgrades, and improvements to the quality in delivery of products and services our clients receive. As a result, we have been able to leverage our experience and COE processes to assist similar government agencies during their upgrade projects. Along the way, our upgrade methodology has become a recommended "Best Practice" by Oracle for implementations and upgrades to ensure the success and efficiency of the process.

Team DLT's diverse product line offerings and involvement in the U.S. Communities master intergovernmental cooperative purchasing agreement significantly increases the on-time and in-budget solution delivery and support with high quality and dependable outcomes. For more than two decades, DLT has been recognized as one of Oracle's leading partners in assisting Public Sector, Healthcare and Commercial industry customers in implementing, upgrading, hosting, managing and maximizing the value of their business applications.

During this time we have helped numerous Public Sector entities ranging from Local and State governments such as the Los Angeles County Metropolitan Transportation Authority, County of Arlington and the State of Indiana, to effectively and efficiently implement Oracle application projects. Our unique combination of Public Sector business experience and Oracle application and technology expertise ensures that our customers achieve sustainable value from their IT investments. It is the principal goal and focus of every engagement. Simply stated, Team DLT strives to consistently deliver high quality solutions facilitating tangible business improvement that maximizes the value of each effort, no matter the degree of complexity or technologies involved in the deployment.

Our experience with clients in Public Sector, Higher Education, and Federal Government demonstrate our expertise at the implementation and upgrade processes. This includes decisions related to the upgrade approach, best leveraging of new product features, and the technical impact on Customization, Extension, Modification, Localization, and Integration (CEMLI) reports and components. Our experience has enabled us to develop solid project and execution plans to ensure that we are efficient in providing guidance and assistance where needed, while effectively leveraging client resources and staying on budget.

As an integrator across the United States, our core focus is to assist organizations in implementing and upgrading Oracle applications, Engineered Systems, and Business Intelligence solutions—to name a few—across the enterprise. Our consultants, methodology and tools are the foundation in our ability to help clients succeed in their Oracle Solution projects.

We add value to Oracle products by providing presales engineering, project management, and service delivery, as well as providing a US-citizen, US-soil 24x7 Service Center. Team DLT uses a collaborative approach that gives our customers access to comprehensive Oracle solutions. Our competitors cannot match Team DLT's breadth and depth of capabilities in supporting U.S. Communities' nationwide Oracle Products, Services and Solutions implementations. Team DLT is your implementation partner of choice for this master agreement—we look at Oracle solutions and services implementation from business requirements and processes to technical requirements and architecture. Table 3.4-1 on the following page summarizes our specialized professional services and approaches that improve efficiency for the U.S. Communities master intergovernmental cooperative purchasing agreement. Details of these approaches follow.

DLT is known for our commitment to flawless Oracle solutions implementation, deployments, and support. Thus, there is no wonder why Oracle considers DLT as an extension to their business and relies heavily on our team to drive business in the public sector IT marketplace.

DLT is a Platinum Partner of Oracle America, Inc. and will act as the prime contractor for any resulting award based on this proposal. We have a robust history of successfully delivering Oracle products and services to public sector agencies at the federal, state, and local levels, including our success in showing year-over-year sales growth while acting as the sole owner of the existing U.S. Communities Contract #13120 for Oracle Products, Services, and Solutions. Additionally, DLT has assembled a best-in-class team of third party services providers whose depth and breadth is unmatched in providing Oracle-related services. We also work constantly to continue growing our partner network to add further value to U.S. Communities and the Participating Public Agencies. A staple of our standard teaming agreement, executed with every subcontractor, is that DLT is, and must remain at all times, the sole point of contact for all topics related to U.S. Communities and the County. This ensures that DLT will be the primary point of contact with U.S. Communities and thus, administrative paperwork such as invoices and purchase orders, will only flow between U.S. Communities, Maricopa County, and DLT.

Our staff comprises service professionals who meet or exceed the requirements of the U.S. Communities contract vehicle, have both functional and technical expertise, and are well versed in local government and the public sector domain. We also plan to collaborate with the U.S. Communities to identify the qualifications for key personnel staff to recruit to our team to minimize personnel transition risks.

We aim to provide the personnel approach that maintains continuum project execution and committed teams. This continuity is key to a flawless transition as well as encouraging resource stability throughout the U.S. Communities contract lifecycle. Team DLT proposes to provide the necessary management and support human capital to skillfully implement and conduct seamless Oracle solutions.

Figure 3.5-1 shows the Team DLT leadership organization chart available to support the U.S. Communities program. This chart reflects proposed key leadership personnel and counts of full time employee (FTE) positions. All named key leadership personnel are 100% committed to the U.S. Communities initiative.

Team DLT understands that maintaining the continuity of staff for this initiative is critical. The identified leadership team are fully committed to U.S. Communities throughout the life of the project.

Team DLT understands that such a large and complex initiative like this requires additional resources at critical moments to meet project schedules. We have the availability and flexibility to staff knowledgeable resources who have the experience and qualifications to support U.S. Communities portfolio of products and services. Team DLT knows that the success of this initiative depends on focused and skilled

resources throughout the life of the initiative. To that end, we have carefully selected individuals with the breadth and depth to maximize product coverage while delivering quality support services.

3.1 DLT Project Management

Implementation Project Approach – Team DLT’s approach aligns our consultations, designs, and services with Oracle’s best practices and combine these with the experience we have gained to provide a holistic solution to our clients. This methodology focuses on supporting our professionals to successfully deliver out-of-the-box Oracle Business solutions. Our methodology is based on vendor and Team DLT experience gained in assisting many organizations to successfully adopt our vendor partner hardware, software, and cloud solutions. Additionally, this methodology references industry-wide best practices and frameworks such as COBIT, TOGAF, and ITIL. Different elements within the DLT Professional Services offering, or “perspectives,” provide a collection of methodologies to support the requirements of Oracle product adoption and implementation. To help our clients avoid costly and unsupported customizations, our professionals work diligently to recommend creative configuration and/or procedural solutions that both meet the needs of client’s business requirements and avoid the traditional customization trap.

We explain in this section:

- a. Accelerators:
 - 1) Significantly reduce the time and cost to implement Oracle solutions,
 - 2) Maximize the “speed to value” and overall return on your investment, and
 - 3) Save public sector agencies up to 25% in costs compared to traditional implementation approaches.
- b. Methodology: Structured implementation stages for converting scope items into a well-defined project plan with distinct activities, results captured in specific deliverables, and mandatory checkpoints at the end of each project stage.

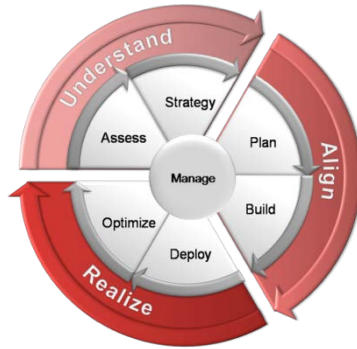
Accelerators for Public Sector – Oracle’s Solutions are used by many of the largest Public Sector organizations as their preferred system to meet their requirements in the areas of finance, supply chain and human resource management. Based on the experience gained from multiple implementations, Team DLT offers a unique Public Sector Accelerator program that leverages pre-configured, proven business practices to reduce risk and accelerate the design process for Public Sector implementations.

The Oracle Accelerator toolset is a rapid implementation tool for the Oracle product portfolio. This mechanism dramatically reduces the time required to get implementations to the stage of initial hands-on testing of relevant business transactions. The accelerated process comprises the following key components to improve implementation cycle-time and increase managed risk:

- Team DLT will install an initial training instance, complete with test data and training assets, ready to be used to demonstrate Oracle’s best-practice processes.
- Fresh application installs are automatically configured with Client setups and preliminary data by filling out a user-friendly questionnaire and self-running tool. By starting an implementation with the Accelerator tool, the customer will benefit from compressed application implementation times, reduced implementation risk, increased setup accuracy and repeatability, and reduced implementation expense.
- After the initial configuration of the primary instance, the instance is copied off (GOLD instance) and can be used as the starting point for any other instances (including the PROD instance).

This process immediately gets the customer to a Conference Room Pilot (CRP) instance for getting right into business flow validation and gap analysis. It also gets IT an environment that they can begin working in for any conversions, interfaces, workflows, or reporting that may need modified or created. From there, Team DLT's proven project methodology takes over and gets the client through system testing and integration testing and into the Deploy phase of the project.

Value Proposition – Allows organizations to realize immediate cost savings through accelerated development. Establishes a budget conscious methodology that deploys Hyperion Planning's base functionality to satisfy core functional requirements.



Utilizes pre-tested, customizable templates (models, forms, reports and business logic) reducing development cycles and project cost.

Team DLT Methodology – Team DLT takes very seriously the need for our clients to realize tangible ROI as a result of these types of projects.

Bottom line, we will make sure that you maximize the business value of the implementation and also ensure that the project objectives are achieved, a scorecard will be provided that tracks and measures the success of the project.

DLT's methodology is supported by proven approaches, templates, and testing plans. The primary focus of Team DLT Project Approach is geared toward supporting our professionals with the "tools" to successfully deliver our clients' solutions. Our methodology provides a proven project approach with repeatable tasks, proven deliverable templates, and checkpoints throughout the process.

Team DLT's industry-leading Oracle project management, functional and technical professionals use the following proven methodology, providing the necessary experience to exceed our customers' business objectives – the Team DLT Methodology for supporting, optimizing, implementing and upgrading Oracle's application suite.

This methodology creates alignment between our clients' business goals and technology initiatives through Understanding, Aligning and Realizing.

Below is an overview of our full lifecycle implementation methodology. The activities encompassed within each engagement will include all phases of our methodology, focused initially on the Understand phase. Each subsequent phase will build from the results of this phase, driving the realization of your composite application strategy, described as follows.

Team DLT Methodology Stage: Understand

Understand – Associated with Strategy and Assess delivery phases: Team DLT strives to understand client business objectives at both a strategic and tactical level. Specifically, developing an understanding of how a project ultimately supports the client’s overall business goals and objectives is paramount to generating real value. Beginning with discovery and assessment activities, and moving through the formulation of a strategic direction, Team DLT establishes the foundation for project success through a deep understanding of the client’s needs.

Objectives	Checkpoints
<ul style="list-style-type: none"> • Requirements Definition – business-focused approach to gathering requirements, sets stage for user acceptance • Gap Analysis – recognizes the out-of-box capabilities and maps these to requirements • Define Business Drivers – based on business strategy, regulatory inputs • Creation of Scorecard – the scorecard is used to ensure that the strategic goals are identified and then met in a quantifiable manner. • Requirements Definition – business-focused approach to gathering requirements, sets stage for user acceptance 	<ul style="list-style-type: none"> • Documented client’s business objectives and business drivers (captured and supported by requirements analysis, system/process flow and/or fit-gap deliverables) • Initiated draft of delivery scorecard, completing goals and target performance criteria • Incorporated business objectives and business drivers into project plan and project charter

Team DLT Methodology Stage: Align

Align – Associated with Design and Build delivery phases: Team DLT consistently aligns its activities to best support client needs. Upon achieving a deep understanding of our client’s business objectives, Team DLT delivers the best solution through the right combination of people, process and technology. Truly understanding the project’s business impact facilitates continuous alignment of design and development activities with client objectives, further building the foundation for success.

Objectives	Checkpoints
<ul style="list-style-type: none"> • Sponsorship – executive sponsorship is critical to ensuring business alignment and organizational acceptance • Role Definition – define roles and provide support for affected individuals, sets understandable expectations • Iterative Checkpoints – Incremental development and input is a central part of our delivery methodology providing multiple Conference Room Pilots and application interaction with the business to ensure focus is on high-value, key features to realize ROI faster achieve momentum 	<ul style="list-style-type: none"> • Validated client’s business objectives and business drivers documented to date • Refined delivery scorecard as needed • Incorporated business objectives and drivers into solution design • Validated successful incorporation of business objectives and drivers into solution build during testing

Team DLT Methodology Stage: Realize

Realize – Associated with Deploy and Optimize delivery phases: Team DLT is committed to ensuring clients realize their business objectives following every engagement. Team DLT approach is focused on validating and confirming that project solutions effectively deliver targeted business value. Moreover, checkpoints throughout the lifecycle of the engagement ensure our efforts are consistently focused on realization of client objectives. The result is the successful deployment and optimization of a solution that delivers Real Enterprise Value.

Objectives	Checkpoints
<ul style="list-style-type: none"> • User Adoption – involve business users early, identify key concerns and communicate plan for addressing • Software Component Deployment – experience and best-practices ensure that deployment is done right and performance measures are met • Validation – QA processes throughout project lifecycle, not just at the end; end-user involvement in testing process • Training – Timely and appropriate training for users and support team 	<ul style="list-style-type: none"> • Confirmed project deliverables reviewed during client sign-off fulfilled business objectives • Incorporated feedback during lessons learned and overall optimization activities into delivered solutions as appropriate • Initiated completion of actual performance data in delivery scorecard • Established approach to follow-up on actual performance data as appropriate • The end product is enhanced organizational effectiveness, flexibility to respond to changing business dynamics and delivery of an on time and on budget project.

At any moment in time, Team DLT has several simultaneous projects ranging from 2 weeks to 2+ years in duration. Many of the long-term projects involve multiple resources, both employees and subcontractors, along with coordination with client personnel. Team DLT has been successful in managing these wide ranges of projects as a result of our methodology.

Team DLT achieves quality consulting services and excellent client satisfaction through our effective project management, planning and governance. By aligning the PPA's business objectives with the Oracle implementation project objectives (during the initial planning and discovery phase of the implementation) and then, by continually monitoring the progress toward meeting these objectives throughout the project, Team DLT maintain focus on ensuring a successful outcome.

Team DLT's Project Management, Planning and Controls are described in detail below, starting with Project Governance as the overall "umbrella" and followed with our detailed project management activities.

3.1.1 Project Governance

Project governance and controls must be in place to ensure this success. Important components of project governance and controls include:

- Host a kickoff meeting between PPA's project staff and Team DLT and walk through the project plan and other project objectives/business
- Identify all project stakeholders and ensure communication of status, risks and issues to each as part of the communication plan; the communications vehicle is a weekly status report and review meeting
- Clear assignment of roles and responsibilities
- Create a mechanism for budget and time tracking ("Dashboard")
- Identify project risks at the beginning of the project, provide a mitigation strategy for each, and monitor throughout the course of the project
- Define an issue management and escalation process
- Create a quality assurance plan that includes checkpoints for review, feedback and signoff

3.1.2 Project Management, Communication, Planning, & Controls

Team DLT brings structured project management techniques to all of our clients' Oracle projects. Key components of our project management include the following:

- Create and maintain the Master Project Schedule that identifies all major milestones (update on a quarterly basis)
- Create a daily update status report/spreadsheet
- Provide weekly or bi-weekly reports/updates/meetings. This includes project status as well as a look-ahead report which includes:
 - An updated project schedule with explanations of all deviations from the approved schedule together with a plan to recover the schedule
 - An updated list of all correspondence transmitted and received
 - An updated documentation schedule highlighting the documents transmitted for PPA's project staff review
 - An updated list of project action items, their status and due dates
 - A summary of planned activities for the coming weeks
 - A summary of any change requests and contract questions
 - A summary of current and anticipated project problem areas
 - A summary of problems and resolutions
- Create and maintain the Oracle System Architecture and Design Plan.
- Disciplined project management to maximize business value
- Control over project scope, risk, timeline, and costs
- Progress review meetings shall be scheduled bi-weekly by PPA project leadership plus additional staff as needed. Progress meetings shall be used to review the progress report, written

correspondence exchanged since the last meeting, open action items, and activities for the near future.

- The PM shall address problems and document issues. Timely resolution of issues is critical to a successful and on-time delivery.
- Team DLT will also attend technical meetings as required to discuss technical aspects of the project and to review comments on the documents submitted for approval. When appropriate, these technical meetings shall be conducted as extensions to the progress meetings.

Figure 2.5-1 is an overview of our methodology and our approach.

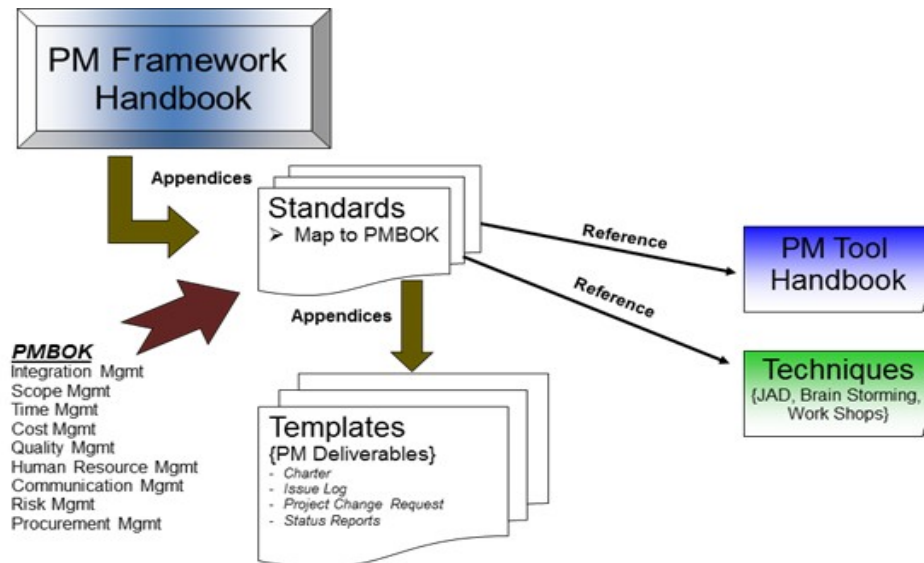


Figure 2.5-1 Project Management Methodology

Project Management and Communication Practices

The project management practices that Team DLT encourages and utilizes for our client's Oracle projects include:

Team DLT REV TM Methodology Project Management Practices	
• Change management	• Risk management
• Communications management	• Stakeholder agreement management
• Issues management	• Cost and budget Management
• Resource and task management	• Tracking and control
• Scope management	• Technical environment management
• Quality management	• Work plan management

Some of the key component that we believe most appropriate for U.S. Communities' Oracle solution project are described below.

Work Plan Management – As we begin **Phase 1 – Project Start-up**, covered in Methodology Overview, Team DLT and PPA project managers prepare the necessary Project Kick-Off and Project Planning documents (Kick-Off Presentation, Project Management Plan, Project Work plan, etc.).

As we move into **Phase 2 – Assessment**, Team DLT functional and technical consultants lead PPA's project team in working sessions. The first order of business is to clearly establish and document a set of high-level project objectives. This is followed by an effort to baseline the PPA's future environment from a technology infrastructure and business process standpoint.

Based on a clear understanding of the project's objectives and existing environment, the project plan is documented and validated. It outlines the project's boundaries, critical success factors, timelines, and resource requirements with a focus on the Blueprinting process.

Scope Management – Management of the development activities is an important component controlling the scope of the project. Both project management and functional and technical leads monitor the development effort, verify the estimates are being met and determine an approach to handle any overruns.

Functional Track – In the functional track, functional leads for the specific Oracle domains and modules configure the system to accommodate the requirements and business processes. User Acceptance Testing (UAT) is completed with PPA's key users and the final configuration of the modules is finalized.

Technical Track – As part of the technical track, technical consultants work with the functional team to develop designs for the custom development identified. Regardless of resources performing the technical activities, there is a component of functional time required to define business specifications and assist with the mapping of data. Also in the technical track, all existing data is migrated via custom-developed programs or migrated manually. Any customizations are developed and tested. Custom reports and interfaces are also developed and tested.

Budget & Cost Management – Team DLT has a proven track record for on-time, within-budget, successfully run projects due to our project management approach. Consistently, throughout all of our projects, Team DLT has established a strong performance record leading successful, efficient and cost-effective projects. In addition to quality, experienced consultants, we have developed a reputation for well-run, methodology-based projects that are led by senior project managers with real-life Oracle experience.

This experience has allowed us to accurately estimate project effort based on the key elements. Bottom line, we are reliable and consistent—two important traits U.S. Communities will want for its Oracle projects. Team DLT "Project Dashboard" provides a monthly tracking mechanism to allow PPA's project management and governance to track budget to actual hours and dollars in order to make timely and effective budget and cost management decisions.

Communications Management – Communications throughout a project takes place at many levels, with a significant amount of both formal and informal communications. This natural process of working together forms the basis of the knowledge transfer that is a natural byproduct of the project and our project management methodology. Within the context of more formal communications, Team DLT will work with PPA's project management to design a communication program that is appropriate for the specific project, including the project team and executive sponsors. This program will serve as the critical linkage between the implementation process and the stakeholders. The following elements are among the deliverables and activities of the Communication Program:

Project Work Plan – A detailed project work plan will be developed as a result of the Project Start-up and Assessment phases and it will be updated, throughout the project, based on the results of the various project tasks.

Weekly Status Report – To ensure that the health and status of the project is highly visible at all times, PPA and Team DLT Project Managers will produce and distribute a weekly status report. The status report will discuss the general health of the project, highlight schedule vs. baseline, note accomplishments, deliverables and upcoming milestones, define risks and propose mitigation/escalation and note scope changes and any required escalations. Core team members will contribute status information directly to the project managers.

Weekly Status Meeting – A weekly status meeting will be established with the purpose of reviewing the status report and appropriate sections of the project work plan and as an open forum to discuss project activities and progress. We will work with the PPA to determine the appropriate attendees for this meeting. However, the meetings are typically chaired by the project managers and the core team members involved in the project. At times it may be beneficial to invite other individuals to address specific project topics.

Quality Management – The purpose of a quality management plan is to provide management and customers with appropriate quality visibility into the delivery process and the associated products. Quality management activities are completed to independently assess procedures, instructions and practices and that they are properly implemented. Team DLT's Project Managers and Quality Assurance consultants are PMP-certified. The quality audits are conducted by a Quality Assurance consultant unassociated with the daily activities and whose sole purpose is to provide independent project reviews.

Quality management includes the processes required to ensure the project will satisfy the needs for which it was undertaken. It includes all activities of the overall management function that determine the quality policy, objectives, and responsibilities, and implements them by means of quality planning, quality control, quality assurance, and quality improvement.

This quality assurance manager must develop a project specific quality plan, assure quality through audits, and improve quality by eliminating unsatisfactory performance based on the requirements defined by the overall quality management plan.

Resources & Task Management – Team DLT project managers use several tools for the management of resources and tasks. One tool includes a detailed project plan that will be created as part of Phase 1 – Project Start-up. Our managers generally use MS Project and update the plan on a weekly basis. Additionally, Team DLT project managers will leverage the Resource and Responsibility Matrix, also referred to as a RACI matrix. This matrix identifies the activities and deliverables for the project and assigns the appropriate resources and their roles on the deliverable.

Figure 3.3-1 on the next page is a sample RACI matrix.

Program Roles and Responsibilities Matrix															
Activities & Deliverables	Roles and Team Members														
	Executive Leadership	Business Stakeholders	IT Stakeholders	Business Project Owner / Coordinator	Business SMEs	Project Manager	Project Admin	BA/SA Lead	BA/SA	Application Lead	Developer	SIT Lead	SIT Testers	UAT Lead	UAT Testers
	Exec Sponsors & Stakeholders (ES&S)			Business Area		Project Mgmt		IT						Business Testing	
	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)		Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)	Staff Name(s)
Executive Steering Committee															
Project Goal determination and communication to organization	A/R	C	I	I	I	I	I		I	I	I	I	I	I	I
Cost Benefit Analysis (CBA)	SO	A/R	I	R	C	I									
Business Requirements Prioritization	SO	A/R	I	R	C	I			I	I	I	I	I	I	I
Budget	SO	A/R	C	C		C									
Scope Change Request approval	SO	A/R	C	I		I			C	C		C			
Issue Mgmt > Across functional areas and projects	R	R	R	C		A/R									
Risk Mgmt - Impacting budget	A/R	R	R	C		C			C	C		C			
Staff work prioritization (non 100% dedicated project staff)	R	A/R	A/R	C		C									
Project Management															
Run Steering Committee	C	C	C	C		A/R									
Communicate Status to ES&S	C	C	C	C	I	A	R								
Cross Team Issue Mgmt	I	I	I	C		A	R								
Cross Team Project Milestone Mgmt	I	I	I	C		A	R								
Cross Team Action Item Mgmt	I	I	I	C		A	R								

Figure 3.3-1 RACI Matrix

- Responsible (“R”): The individual(s) or group(s) who actually completes the task, the doer. This person is responsible for action/implementation.
- Accountable (“A”): The individual or group who is ultimately responsible and includes yes or no authority and veto power.
- Consult (“C”): The individual(s) or group(s) to be consulted prior to a final decision or action. This incorporates two-way communication.
- Inform (“I”): The individual(s) or group(s) who needs to be informed of the decision or action. This incorporates one-way communication.
- Sign Off (“SO”): The individual(s) who actually must give final approval.

Risk Management – While risk cannot be totally eliminated, it can be managed and reduced. Our project management approach includes effective risk management that encompasses the analysis, reduction, and/or elimination of risk situations.

The objective of a risk management process is to minimize the impact of unplanned incidents on the project by identifying and addressing potential risks before significant negative consequences occur. We provide a risk management approach that will be a continuous process throughout the life of the project.

Success Factors – Through our successful Oracle projects with public sector clients, we have found the following success factors to hold true:

- Risk Management is proactive, focusing on prevention rather than cure and should be facilitated through the PPA’s Committee.
- Iterative risk assessments throughout the program lifecycle are established as part of the weekly review process as appropriate.

- A continuous process of risk identification, analysis, management and review is identified.

Risk Management Process – Risk issues/topics are commonly identified at the functional level. However, risk issues/topics should be identified at any layer of the project organization. Our project management approach focuses on proactive prevention rather than reactive cure. Proactive prevention requires periodic risk assessments throughout the project lifecycle.

The risk management process includes the following tasks:

- Identification of initial risk areas
- Documentation of the specific risks
- Development of risk mitigation actions
- Periodic monitoring and updating

Risk Assessment – As part of the planning phase of the implementation project, PPA and Team DLT project management team executes a risk assessment to identify all risks and develop risk mitigations for all identified risks. Risks will be identified based on the both internal PPA and Team DLT resource knowledge, as follows:

- The internal PPA resources can bring information regarding the availability of resources, amount of change the organization can absorb, external project dependencies, and the complexity of requirements.
- The Team DLT resources can bring an understanding of the new version of the application, lessons learned, and best practices.

The joint project management team will have had discussions with all of the project key stakeholders to gain a full understanding of the business and technical risks. Once the risks are identified, each business/technical risk is categorized based on the likeliness it will occur and severity if it does occur, as part of the risk assessment.

While the elimination of all risk in a project of this size is nearly impossible, the project participants can strive to reduce any potential negative outcome. Below is a list of mitigating actions to be used:

- Well-defined scope
- Knowledge transfer
- Manage expectation
- Contingency plans
- Consistent two-way communication
- Early test and detection
- Consistent documentation
- Flexible monitoring of budget
- Performance accountability
- Plan for changes in functional responsibilities
- Management and deployment of proper resources

Figure 3.3-2 on the next page shows an excerpt from a sample risk assessment.

Ongoing Risk Management – When risks are identified as ongoing throughout the implementation project, they are recorded as potential risks and an analysis is conducted. The analysis results are discussed in the Solicitation 180233-RFP (June 26, 2018)

steering committee meeting for approval. Once approved, severity is assigned and the risk is recorded in the Risk Assessment document. The team identifies risk impacts, prevention, and potential budget impacts and takes prevention measures in reducing all risks. All recorded risks are reviewed in every steering committee meeting.

High severity risks that have tremendous impact on the project are reviewed and a plan of action is proposed for approval. Once approved, the project plan, budget, and all project documents impacted by the risk are updated to reflect the change.

Team DLT will utilize a dedicated customer portal for the logging and tracking of all issues and their resolution during the preparation, execution, and support of all testing events. Our team leads will provide access to your resources as well as train them on the creation and maintenance of the tickets. Because of the workflow capabilities within Oracle, multiple contacts can be assigned to each ticket with email notifications keeping all parties up to date as changes to the tickets (issues) are made.

Risk Assessment and Mitigation Matrix

Factors	Mitigation Strategy	Estimated Likelihood of Occurrence			Estimated Severity of Occurrence		
		Low	Med	High	Low	Med	High
Program and Project Resource Availability The ability of the program to provide the necessary resources in a timely manner as to not impact the program timeline.	Program Manager Involvement Involvement in the program and with each project team is required by both Client and consulting program managers to maintain awareness of the resource needs and make resource decisions when appropriate. Detailed Project Management Documents The creation of detailed project management documents (i.e. WBS and resource plan) for all programs / projects will dictate the resource requirements. The project management team can plan accordingly and balance resources as required. Project Communication and Status Strong communication, detailed status reporting, and timeline management are required to maintain control of resource requirements and needs. Timeline management will also identify when resources will be needed so adequate planning can be completed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Figure 3.3-2 Sample Risk Assessment

This same system can be used for the extended go-live support period that has been requested in the RFP. If the PPA is already using an internal ticket system that is preferred once the system is live, Team DLT can also accommodate a switch over to a different system upon go-live. For example, many of our clients use the Remedy system (by BMC) for internal support ticket entry and tracking, so we are quite familiar with it as well other IT support systems on the market today.

The following represents Team DLT's Implementation deliverables matrix:

PHASE	ACTIVITIES	DELIVERABLE	DESCRIPTION	OWNER
Strategy/ Assess	<ul style="list-style-type: none"> Establish Project Management tools Develop Project Plan Gather/Refine requirements Review current processes Business process re-engineering (as needed) Identification of gaps in functionality and need for technical work 	Project Plan	This plan outlines all of the activities, resources, and timeline required to complete the project. This plan is necessary to successfully manage the project. Team DLT will maintain the plan with the assistance of the customer's project leaders.	Team DLT and Customer
		Project Charter Communication Plan	Documents detailing project goals, approach, resources, and communication plan (status reporting, email lists, etc.). Core team meetings will typically be scheduled weekly and Steering Committee meetings scheduled bi-weekly.	Team DLT and Customer
		Project Kick-off Presentation	A PowerPoint-based document summarizing the project Charter for Kick-Off Meeting	Team DLT and Customer
		Installed Software	E-Business Suite software installed and running in a DEV instance.	Team DLT
PHASE	ACTIVITIES	DELIVERABLE	DESCRIPTION	OWNER
Design	<ul style="list-style-type: none"> System configuration Begin setup documentation Knowledge transfer to super user/project team Design of any technical work required (e.g., interfaces, custom reports) Involve end users or at least communicate what functionality is going to be made available to them CRP – Conference Room Pilot Test scenarios and test script creation First testing of the application by project team 	Requirements Def. & Fit-Gap Analysis (Including RICE)	Documentation identifying the high-level Gaps between the generally agreed upon Requirements and Oracle functionality/solutions that are in scope.	Team DLT

PHASE	ACTIVITIES	DELIVERABLE	DESCRIPTION	OWNER
Build/Test	<u>Build</u> <ul style="list-style-type: none"> System configuration updates following CRP and into production system Knowledge transfer to super user/project team Continue setup documentation Any technical work is built and tested (as needed) User Acceptance Testing Test scenarios and test script creation Final round of testing of the application by end users – representation of all end users, e.g., managers, employees, recruiters, HR Communicate to all end users what functionality is coming and when. <u>Transition</u> <ul style="list-style-type: none"> User procedure documentation created Training of all end users – either through sessions or online training available within application Updates of system configuration from user testing Final conversion of data from legacy system (if relevant – could be for benefits) 	RICE Test Plan/ Design Documentation	Test plans for testing RICE components; Design documentation relating to Reports, Interfaces, Customizations, and Extensions.	Team DLT
		CRP Scripts/Test Plan	Detailed agendas and scripting of conference room piloting events.	Team DLT and Customer
		End User Training Plan	Plan that will focus on End User training to the business community.	Team DLT and Customer
		Issue Resolution Database	Spreadsheet tracking mechanism for tracking and resolving all issues encountered throughout the project. Includes information such as task owner, due date, and resolution date.	Team DLT and Customer
		Data Conversion Plan	Plan detailing all manual and programmatic conversions – the timing and execution strategy to be executed during UAT and cutover/go-live.	Team DLT and Customer
		Solution Sign-off	Sign-off forms will be leveraged for each project deliverable and occur multiple times (for example, by phase of the project). Functional solutions will receive sign-offs at the end of CRP and UAT. Technical solutions will receive sign-off on designs, unit testing, and UAT.	Customer
		Go-Live Plan	Detailed go live schedule and checklist to be utilized as a guide through the cutover process.	Team DLT and Customer
PHASE	ACTIVITIES	DELIVERABLE	DESCRIPTION	OWNER

Deploy / Optimize	<ul style="list-style-type: none"> Functionality switched on for end users Any training of end users continues Support of the application as needed (functional and technical issue resolution) Support one (1) business period closing cycle 	Application Configuration Documented	Setup documentation outlining all key setups and configuration steps of the Oracle modules, functionality, role maps.	Team DLT
		UAT Scripts/Test Plan	Detailed agendas and scripting of system testing events.	Team DLT and Customer
		End User Training Materials	User guides that lead end users through the new Oracle processes and procedures designed for client and executed in CRP/UAT.	Team DLT
		Production Readiness	Production Ready instance	Team DLT and Customer
PHASE	ACTIVITIES	DELIVERABLE	DESCRIPTION	OWNER
Manage (Ongoing)	<ul style="list-style-type: none"> Maintain project plan Report weekly status Attend status/steering committee meetings Oversee issues log Escalation point for issues and project change requests 	Project Status Dashboard	This tool captures monthly project status information in summary for the reporting period and budget updates while placing the information in an executive	Team DLT
		Project Status Reporting	Routine status reporting of core team progress and upcoming activities – e.g., Accomplishments and Goals.	Team DLT and Customer

Table 3.3-2 Team DLT Practice Areas

Practice Areas	Coverage
Implementation Approach	Describes how Team DLT will provide an on-time and in-budget Oracle solution delivery and support approach
Project Management Approach	Describes how Team DLT will provide an overall project management approach that is based on an integrated multi-site delivery methodology
Procurement Management Approach	Describes how Team DLT will facilitate awareness and tools (e.g., customer portal) to manage and streamline this contract vehicle

Implementation Approach – The cornerstone of Team DLT’s implementation approach brings customers an integrated suite of tools complemented by industry and functional delivery of multiple threads of Oracle solutions. These solutions span from Oracle’s mature Enterprise Resource Planning (ERP) solution to Oracle’s emerging Government Cloud solution so that participating U.S. Communities can automate internal processes and stay connected with its citizens. We take very seriously the need for our clients to realize tangible ROI as a result of these types of projects.

Team DLT’s implementation approach provides effective Oracle solution delivery that meets U.S. Communities objectives. This is accomplished by utilizing Team DLT’s mix of expertise that is readily available to work with U.S. Communities nationwide, including subject matter experts on Oracle Analytics

tools such as Endica, Engineered Systems like ExaLogic, Fusion middleware, operational and planning applications, Infrastructure, Public and Private cloud. Our Oracle Public Sector Specialization Certification ensures that our references and consulting industry knowledge have been verified. All of our resources have access to Team DLT's vast library of proprietary Oracle Applications, Middleware, PeopleSoft implementation, upgrades, optimizations, and support tools which can be used by participating organizations to speed project timelines, mitigate risk, and reduce cost.

We believe in knowledge transfer—throughout our projects as well as during post production—in the form of training, one-on-one instruction, walkthroughs, and detailed documentation to ensure that our clients can continue to realize the benefits of the project long after we are gone.

Project Management Approach – Team DLT's service professionals follow our Project Management Office (PMO) practices to effectively manage your Oracle solutions lifecycle from large-scale project scope and requirements to project budget and schedule. We ensure that all projects undergo extensive quality assurance and risk mitigation activities to deliver a comprehensive Oracle solution that meets U.S. Communities' expectations. Our comprehensive process considers every stage of the project, from conceptualization to delivery and knowledge transfer.

Through our disciplined and repeatable methodology derived from Oracle's Identity and Access Management (IAM), Project Management Body of Knowledge (PMBOK), Capability Maturity Model Integration (CMMI), Software Engineering Institute (SEI) and industry-based project management and control method best practices, Team DLT provides exceptional project logistics oversight, lessons learned, best practices, standards based approach, toolsets, and metrics to provide immediate value upon project award date. We have developed a comprehensive project work plan that identifies the tasks and assumptions needed to complete the implementation of particular domains such as business intelligence on time. Each domain WBS incorporates a phased approach, meaning each phase is a complete unit of work activities, milestones and deliverables and integrated as part of the comprehensive work plan. We aim to provide U.S. Communities a shared Oracle procurement platform with our proposed project governance model.

Procurement Management Approach – This U.S. Communities contract vehicle is a complex Oracle products and services project executing multiple threads of local government agencies concurrently. Our procurement management approach includes customer portals with specific capabilities such as access to a dedicated program manager, direct support communication facilitation with Oracle, Oracle product catalog, pricing, downloads, license management, product fulfillment tracking and usage reporting, training and documentation of Oracle solutions. We built a customer portal for Department of Navy (DON) personnel to review BPA purchase history, access product information and track Oracle license distribution for their Oracle ELA, thereby simplifying license management. Team DLT will provide U.S. Communities a customer portal to simplify the procurement process for U.S. Communities' Participating Public Agencies (PPAs). The secure and dedicated portal will house a catalog of all products and services listed on the contract, pricing and the contact information of the respective sales representatives by region.

3.2 Scope/Change Management Procedures

Scope Management is the process of aligning resources and the project plan to ensure that a project stays focused on producing agreed upon results.

Team DLT's Scope/Change Management Process documents any changes to the tasks, resources, schedule or quality of deliverables for a project. The process provides close monitoring of tasks agreed to in the services agreement, statement of work, and the approved project plan. Changes must be

communicated to any and all impacted parties and then documented with justification of the respective change and analysis of the impact on the project.

To implement an efficient scope/change management process, a defined decision-making and approval process must be established first. Change control forms and tracking mechanisms are actively used. Key resources with the knowledge and authority to approve and deny changes are identified. Typically, this responsibility resides with the client's project steering committee.

Our Goal:

Prepare a project plan, manage its implementation, and effectively control unplanned events and requirements that may affect the work plan or schedule.

Team DLT is committed to minimizing changes to the delivered solution and, if necessary, providing solid alternatives and recommendations on changes to business practices. The most common changes are system modifications and scope adjustments based on user's requests. Each change must be evaluated for its impact on the project, and agreement reached between Team DLT and the Participating Public Agencies on the approach to address each requested change. A change request that has passed the standard approval process results in a change to the project plan and may necessitate a contract addendum.



Figure 3.6-1 Scope/Change Management Model

The Scope/Change Management Model shown in Figure 3.6-1 incorporates the following steps within the overall scope/change management process.

Define and Document Initial Scope – Arguably the most important step in any project, defining and documenting initial scope, is the foundation upon which contractual agreements and statements of work are built. Poorly defined scope means more effort to manage the project. We have already begun to define and document the initial scope of this project in preparing this proposal. We will add to our understanding of your requirements during any pre-award oral presentations and meetings and the final initial project scope will be agreed upon during contract negotiations. Throughout this process, we will construct and enhance our initial project plan to reflect our final agreement. This mutually agreed-to project plan will be the basis for the implementation and the Scope/Change Management process, thus providing both U.S. Communities and Team DLT with a starting point.

Record Requested Changes – As the project progresses, the Participating Public Agencies' project team members will learn more about how the software works. Team DLT members will learn more about the Participating Public Agencies' business processes and legislative requirements. This process may result in changes to the project plan. Each of these requested changes will be recorded and described in sufficient detail to enable the Participating Public Agencies and Team DLT members to analyze the impact of the requested change and estimate the effort and cost to complete the change.

Change requests will sometimes result from issues that have arisen during the project. Issues are defined as events with the potential of having a negative impact on a project. Complex issues can require research or additional information, while simpler issues can be resolved immediately. All project issues must be identified and communicated, prioritized, assigned to a responsible party, tracked until resolved, and logged in a central project file. Maintaining a history of issue resolutions can be an invaluable asset when future issues or questions concerning resolution arise.

At the point at which an issue resolution becomes a requested change, we will document the change and its impact on the project and facilitate the approval/disapproval of the change. Once issues and change requests are logged and assigned, the project manager must ensure that progress is being made. The current status is tracked and reported to project sponsors and stakeholders on a scheduled basis.

Estimate and Document Impact – The purpose of the Scope/Change Management process is to make decisions based on the impact a change will have on the project’s schedule and ultimate success. Once a change request has been recorded, it can be assigned to project team member(s) for analysis. Typically, the analysis would result in only an estimate of effort and cost to make the requested change. In Team DLT’s process, however, we also document the impact of the requested change on the overall project schedule and on the success measures defined in the Risk Management process. This approach enables approval/disapproval decisions to be made with a full understanding of the impact a change will have on the overall schedule.

Update Project Plan – Not all approved changes will have an impact on the project plan. However, when one does, the project plan must be updated to reflect that impact. This step is frequently overlooked during implementation projects. The result is that the project team, project manager and steering committee members may not be able to justify changes in cost and/or schedule. The project plan becomes unreliable as a tool for managing cost, resources and schedule. Without an up-to-date map, it’s difficult to know where you’re going or where you’ve been. Therefore, the Team DLT Scope/Change Management process requires that any change affecting tasks, resources, quality or schedule be reflected in the project plan.

Communicate Scope Changes – Simply documenting the effect a change will have, and updating the project plan, does not ensure that all interested parties will know about and understand the impact of requested changes.

Therefore, the Team DLT Scope/Change Management process requires communication of changes to the project plan—not just for requested changes, but also for anything that affects the project’s schedule or cost. This process ensures that everyone involved in the project from the highest level manager down to the business and technical analysts working on individual tasks understands where the project is headed. Appropriate communication of project plan changes will take place in project team meetings, steering committee meetings and project reviews.

3.3 Risk Management Measures

Risks are potential conditions or situations that could jeopardize the successful completion of a project. If realized, a risk could touch any or all aspects of the project scope, schedule, resources and quality. Risk Management is the process of identifying and managing threats to the success of the project.

The key to successful risk mitigation is the early identification of project risk coupled with a proactive approach of continual review. The risk management process is a structure for defining measures of success and identifying, analyzing, planning mitigation strategies, monitoring and communicating the status of potential risks.



Figure 3.7-1 Risk Management Model

At the beginning of every project, Team DLT encourages client participation in a Risk Assessment review and creates a plan for risk mitigation to address items that might affect the successful completion of the project. The Risk Mitigation Plan is reviewed regularly to assess the ongoing impact of previously identified risks and to identify any new risks. Risk Management improves the chances for an on-time, on-budget implementation. The Risk Management Model shown in Figure 3.7-1 incorporates the following steps within the overall risk management process.

Our Goal:

Identify and manage threats to the success of the project.

Define Measures of Success – Risk management begins with the definition of success targets—the measures by which the customer will judge the success of the project. You cannot determine if a potential risk affects a project if project targets and deliverables are not clearly defined. Targets should be reasonable and objectively measurable to enable clear determination of success.

Identify Risks – Risk identification focuses on three questions: What is the threat? What targets are at risk? By how much? Overly optimistic or unsubstantiated project assumptions are common risk areas.

Each risk consists of two components: Object of Probability (trigger) and Object of Impact. These components can be easily identified using If-Then statements. The “If” part of the statement should clearly describe how the risk will occur. The “Then” part of the statement should be quantifiable and measurable. Making the impact clear often enables action to be taken more quickly.

Analyze Risks – The project team must identify the likelihood of the risk affecting the project and the severity of the impact by looking for root causes. These could be strong indicators of more severe risks. Leading indicators of risk typically fall into the following categories: Issue Resolution, Access to Data, Staffing, Scope, Schedule and Quality.

Develop Risk Mitigation Plan – After identifying and analyzing risks, the project team develops a plan to mitigate the risks. The plan includes defining tasks, assigning them and incorporating these tasks into the project task plan. The risk mitigation plan should strive to neutralize the threat, reduce threat impact, reduce uncertainty and generate options for dealing with the threat. In some cases, the most effective mitigation strategy will be to adjust targets to better reflect project context.

Monitor and Report Risks – Project leaders continue to monitor threats until each is effectively minimized or eliminated. Reporting risks also provides visibility for the results of risk management and facilitates dissemination of risk management information to the appropriate individuals within the organization. To facilitate risk monitoring and reporting we will maintain a master risk summary, incorporate risk mitigation strategies into the project task plan and make the risk action plan visible to Team DLT management and appropriate customer staff. Appropriate items from the master risk summary will be reviewed during steering committee meetings, project management meetings, team meetings and project reviews.

This approach ensures minimal surprises for both PPA management and Team DLT management throughout the project. High-level risks (reds and selected yellows) can be addressed early while there is still time to be proactive.

3.4 Communications and Reporting

It has been said that the biggest issue with change is not knowing what the “new” future has in store. This idea is particularly relevant to the implementation of administrative systems. These systems are so important to the day- to-day operation of organizations that the perception of what the future holds can be the biggest obstacle to timely completion of project tasks and acceptance of the new systems.



Figure 3.8-1 Communications Management Model

If we compare this implementation project to a cross-country drive, it's easy to understand that it would be impossible to know how to get from one coast to the other without a map. The Communications Management process provides that map. We understand that employees at different levels within an organization need different types of maps with correspondingly different levels of detail. As a result, we have designed our approach to meet the differing needs within a customer's organization.

Our Goal:

Help customer staff at all levels understand where we are going to foster buy-in and enable a smoother transition.

The Communications Management Model shown in Figure 6.8-1 incorporates the following steps within the overall communications management process.

Design Communications Plan – Team DLT and the customer will develop a communications plan to define the type, audience, timing and frequency of communications, for example:

- Project kick-off meeting content and presentation method are defined; the meeting is scheduled to happen one week prior to contract start date
- Live presentations or webinars inform users of feature enhancements coming within 60 days of rollout
- End users receive email notification one week prior to a planned system outage
- Weekly or monthly training schedule is maintained on organizational intranet
- End users can submit questions to a help desk or hotline; a list of Frequently Asked Questions is available on demand
- Management receives bulletins regarding impacts to business processes and daily operations
- The format, frequency, and attendees for standing meetings (e.g., weekly or monthly status meetings) are agreed to by Team DLT and the customer
- Designing this plan ensures that expectations and execution of communications are synchronized.

Prepare Communications Templates – Based on the communications plan, the project team develops newsletter or presentation formats to facilitate the communications process. This activity ensures that project communications are consistent with other customer communication methods.

Prepare Project Repository – Team DLT sets up a centralized project repository in which all project documents—including communications templates—are stored and shared in a collaborative environment. This approach enables version control and provides the official project record.

Schedule Events – Communications Events are one of the most important aspects of our Communications Management approach. During the project, we will conduct and/or participate in project status meetings, project steering committee meetings and periodic project reviews. Meetings and presentations need to be scheduled well in advance to emphasize the importance of these events and ensure attendance of critical participants.

Prepare for Events – As each communications event draws near, preparation is critical to ensure that relevant information is communicated and the events provide the value for which they are intended. This activity may include preparation of presentations, reports, and demonstrations of system capabilities and should be accorded the time needed to ensure that vital information is presented in a clear, concise and meaningful manner. Team DLT Project Management approach includes the following specific communications events:

- Project Kick-off sets the tone for the project and discusses the project plan and structure of the agreed upon project as defined by the PPA and Team DLT. We'll also discuss our methodology and approach to project success.
- Weekly Project Team Meetings provide an opportunity to discuss issues, change requests, deliverables awaiting acceptance and success along the way.
- Bi-Weekly or Monthly Steering Committee Meetings cover essentially the same information as the weekly project team meetings, but usually at a somewhat higher level of detail and with a strategic audience rather than an operational audience. The focus of this meeting is overall project schedule, issues and change requests effecting schedule and cost, and general project status.
- End of Project Reviews provide an opportunity to review project progress to date and address any issues related to overall customer satisfaction. Reviews will be conducted as a team by PPA and Team DLT project leadership.

Team DLT will increase project efficiency and reduce risk through constant communication with the customers, through kickoff meetings, biweekly meetings, monthly reports, and other tailored coordination and communication processes and tools. We have developed and used these various methodologies with our partners over the last several decades with continued success. Reporting for the U.S. Communities is a complex program comprising many different engagements and tasks that must be closely coordinated and managed. We will follow proven project management best practices and methodologies to include following an integrated master schedule. This ensures all activities are accounted for and coordinated via a single program versus individual teams performing separate tasks in isolation with no true management oversight.

We will develop and execute a Project Work Plan (PWP) to manage and control the U.S. Communities project and tasks. The PWP includes the procedures, processes, methods, and tools for management oversight, progress/status, and communication with U.S. Communities to accomplish all tasks. The PWP serves as the blueprint for our management approach and the foundation for all project plans and deliverables. This PWP is based on the same integrated project management and quality methods, processes, tools, and templates we have used successfully on other projects with varying sizes and scope.

Our approach to the PWP is to summarize the key components and to link the PWP with other individual planning documents required for successfully managing the project. Although maintained separately, the plans will be linked and coordinated through the Project Management Office (PMO) to include:

- Integrated Master Schedule
- Knowledge Management
- Risk Management Plan
- Communication and Collaboration
- Staffing Plan
- Quality Control Plan
- Continuous Process Improvement Plan



Team DLT will operate in accordance with the agreed upon standards, processes, and methodologies. Our Project Management team will institute a multi-faceted internal communications approach extending to all team members.

The internal communications approach includes weekly and monthly internal status/progress reporting and meetings. Team DLT will provide a monthly status briefing known as the Progress Report providing the following important tasks for U.S. Communities stakeholders to know of the monthly progress:

- **Sales Report:** A sales report showing each engagement/task along with the specific agency information and monthly sales. This report will be provided in the data format that is outlined in the U.S. Communities RFP, Exhibit 6.
 - Per task, actions and tasks accomplished in the last month
 - Per task, actions and tasks to be accomplished in the next month
 - Per task, deliverables and IMS updates highlighting any updates.
 - Per task, lessons learned throughout the period.
 - Risk Status (Status on existing risks, closed risks, new risks) on contract and task levels.

Communications throughout a project takes place at many levels, significant amount of both formal and informal communications. This natural process of working together forms the basis of the knowledge transfer that is a natural byproduct of the project and our project management methodology. Within the context of more formal communications, Team DLT will work with U.S. Communities project management to design a communication program that is appropriate for the specific project at-hand, including the project team and executive sponsors. This program will serve as the critical linkage between the implementation process and the stakeholders. The following elements are among the deliverables and activities of the Communication Program:

- **Project Work Plan** – A detailed project work plan will be developed as a result of the Discovery phase and it will be updated, throughout the project, based on the results of the various project tasks.
- **Weekly Status Report** – To ensure that the health and status of the project is highly visible at all times,
- U.S. Communities and Team DLT Project Managers will produce and distribute a weekly status report. The status report will discuss the general health of the project, highlight schedule vs.

baseline, note accomplishments, deliverables and upcoming milestones, define risks and propose mitigation/escalation and note scope changes and any required escalations. Core team members will contribute status information directly to the project managers.

- **Weekly Status Meeting** – A weekly status meeting will be established with the purpose of reviewing the status report and appropriate sections of the project work plan and as an open forum to discuss project activities and progress. We will work with U.S. Communities to determine the appropriate attendees for this meeting.
- **Bi-Weekly Steering Committee Meeting** – Steering committee, QA, and project managers. Purpose of the bi weekly meeting is to discuss Risks, issues and change management items and decide on next steps.
- **Monthly Oracle Meeting** – Meet with Oracle sales and development team to ensure Oracle is aware of the project status and any major outstanding issues. In the past, this meeting has been held weekly towards the end of the project when major issues are identified and required Oracle support assistance.

3.5 Staffing Plan

Team DLT has addressed the methods and processes utilized to staff the U.S. Communities program with qualified, dedicated, people and will make them available upon contract award. Key personnel are identified by name, function, qualifications, and availability date.

Team DLT has roughly 300 professional consultants to assist US Community organizations with various project needs along with additional employees representing roles such as sales, administrative and executive staff of the organization. Team DLT hires only senior consultants with an average of 12 years of experience. Our staff goes through an extensive interview and background check to ensure we hire knowledgeable staff not only experienced within the various applications but also within the industries we service.

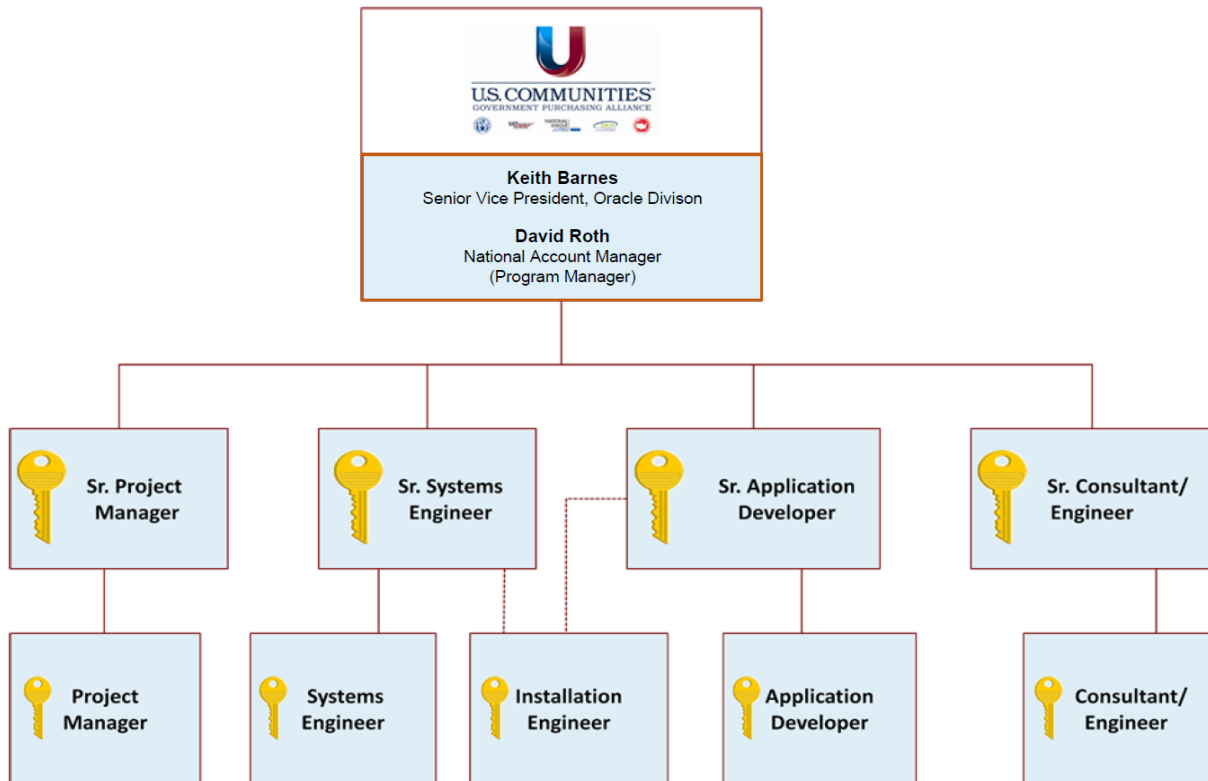


Figure 4.1-1 Staffing Plan and Key Personnel

In addition to the staffing plan; Senior Management, Contracts, Finance, Project Manager, and Project Staff (e.g., Technical Lead, Quality Assurance (QA) Manager, and Configuration Management (CM)) support the Program Management organization.

3.6 Senior Management

Senior Management is responsible for overseeing the execution of the U.S. Communities program activities from planning through project completion, identifying a program manager for start-up activities and for the execution of the Project Management Plan (PMP), supporting the program kick-off meeting and Initial Program Management Review (IPMR), approving the Program Start-Up Schedule, and providing adequate resources as defined in the Start-up Needs Program QA.

3.6.1 Program Manager (PM)

The PM is responsible for the planning and the execution of the U.S. Communities program. The PM is also responsible for acquiring pertinent proposal information, developing the start-up activities, developing the PMP and any project-specific procedures, and identifying potential project risks. The PM will schedule the program kick-off meeting with U.S. Communities and conduct the subsequent start-up meeting and the IPMR. Further, the PM is responsible for the development of tailored program processes and the preparation of any implementation deliverables. The PM may delegate specific duties to qualified Program Staff who are trained in this process, but the PM retains overall responsibility for the quality of the PMP.

3.6.2 Team DLT Program Staff

Team DLT understands such a large and complex initiative like this requires additional resources at critical moments in order to meet project schedules. We have the flexibility to staff knowledgeable resources. Table 4.2.2-1 describes the project team structure as well as a definition of the roles and the tasked performed by each resource.

Table 4.2.2-1 Team DLT Personnel Qualifications and Responsibilities

#	Role Category	Qualifications	Responsibilities
1	National Account Manager	<ul style="list-style-type: none"> • Five (5) to ten (10) years of sales experience. • Bachelor of Science degree in Business Administration or Business Management 	Manage a team of inside/field sales representatives. Strong working relationships with State and Local clients/programs, Oracle license, consulting and or support field managers to develop joint account plans. Oversee the Marketing and Sales teams to initiate a full call campaign targeted at current US Communities Participating Public Agencies (PPAs) upon notification of award to quickly inform PPAs of the contract offering.
2	Installation Engineer	<ul style="list-style-type: none"> • One (1) or two (2) years of technical experience which applies to system software installation • Associate degree in technical discipline, manufacturer certification training or equivalent experience. 	Installation, configuration, and customization of hardware, operating systems, and application software.
3	Systems Engineer	<ul style="list-style-type: none"> • Three (3) years of technical experience which applies to systems analysis and design techniques for complex computer systems. Competence in all phases of systems analysis techniques, concepts and methods. Knowledge of available hardware, system software, structure and management practices. • Bachelors Degree in Computer Science/Engineering, manufacturer certification training or equivalent experience. 	Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies.
4	Sr. Systems Engineer	<ul style="list-style-type: none"> • Five (5) years of technical experience which applies to systems analysis and design techniques for complex computer systems. Competence in all phases of systems analysis techniques, concepts and methods. Knowledge of available hardware, system software, structure and management practices. • Bachelors Degree in Computer Science/Engineering, manufacturer certification training or equivalent experience. 	Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies.

#	Role Category	Qualifications	Responsibilities
5	Application Developer	<ul style="list-style-type: none"> Two (2) to three (3) years of application planning, design, and layout. Competence in all phases of application design, installation and configuration. (Oracle, Sybase, Informix, Lotus Notes, Web Server). Bachelors Degree in Computer Science/Engineering, manufacturer certification training or equivalent experience. 	Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies, design application structure, screens, views, forms, develop design documents.
6	Sr. Application Developer	<ul style="list-style-type: none"> Three (3) to five (5) years of application planning, design, and layout. Competence in all phases of application design, installation and configuration. (Oracle, Sybase, Informix, Lotus Notes, Web Server). Bachelors Degree in Computer Science/Engineering, manufacturer certification training or equivalent experience. 	Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies, design application structure, screens, views, forms, develop design documents.
8	Director/Engineer	<ul style="list-style-type: none"> This level should have, at a minimum, a comprehensive understanding of IT strategy development and implementation as well as a broad based knowledge of network topology design/architecture. The Director must possess extensive cognition of all aspects of the consulting business. The Director should have at least 15 years of experience in the sales and implementation of application solutions. B.S. in Engineering, Mathematics, Computer Science, Operations Research, or applied science. 	The Director is responsible for ensuring the engagements are professionally managed and all client deliverables meet the client's expectations. This level is responsible for providing the vision and direction for the group and evolving the consulting group organization to meet the strategic challenges. The Director serves as the primary interface for the executive management of major clients to develop the IT and business strategy and implementation plan.
9	Sr. Project Manager	<ul style="list-style-type: none"> Seven (7) to ten (10) year experience, the Project Manager is responsible for ensuring that assigned engagements are professionally managed and all client deliverables meet the client's expectations. This level is responsible for directing engagements which impact a discrete section of the client business. The Project Manager serves as the primary interface for the client throughout the project. This level is responsible for identifying other client areas that may benefit from the solutions provided. B.S. in Engineering, Mathematics, Computer Science, Operations Research, or applied science. 	Monitors project performance against engagement milestones; manages client expectations; coordinates resources and processes to achieve engagement work plan; recommends changes to the engagement staff over the life of the project; manages project budgets and prepares client billings as appropriate; ensures all project documentation is maintained in accordance with consulting standards.

#	Role Category	Qualifications	Responsibilities
10	Project Manager	<ul style="list-style-type: none"> Five (5) to seven (7) years experience, the Project Manager is responsible for ensuring that assigned engagements are professionally managed and all client deliverables meet the client's expectations. This level is responsible for directing engagements which impact a discrete section of the client business. The Project Manager serves as the primary interface for the client throughout the project. This level is responsible for identifying other client areas that may benefit from the solutions provided. B.S. in Engineering, Mathematics, Computer Science, Operations Research, or applied science. 	Monitors project performance against engagement milestones; manages client expectations; coordinates resources and processes to achieve engagement work plan; recommends changes to the engagement staff over the life of the project; manages project budgets and prepares client billings as appropriate; ensures all project documentation is maintained in accordance with consulting standards.
11	Sr. Consultant/Engineer	<ul style="list-style-type: none"> Five (5) or more years of management consulting, systems integration or systems development. Should have a minimum, an in depth knowledge of program design on standard systems, as well as system analysis, business modeling and consulting methodologies. Familiar with a variety of technologies, particularly Database and Web. B.A. or B.S. in Computer Science, Engineering, Mathematics, Economics or Business. 	Deploy technologies such as Oracle or Web systems for clients. Work includes application development, infrastructure planning, and system integration activities. Plans the activities and resource requirements of assigned phases of an engagement(s), which affect a segment of the client's business; focuses on the delivery of engagement results to the client; may require involvement in several engagements simultaneously and the coordination of other consultants involved in a specific project phase.
12	Consulting Engineer	<ul style="list-style-type: none"> Four (4) to six (6) years engineering experience. Working in a client server environment, these positions require hands-on expertise in industry leading networking and/or operating system software (such as Oracle). In addition, candidates should be proficient in Windows applications development and have familiarity with GUI tool kits (Visual Basic, C++, Powerbuilder) and SQL. B.A. or B.S. in Computer Science, Engineering, Mathematics, Economics or Business. 	A consultant should have, at a minimum, in depth knowledge of design, coding and debugging of programs on standard systems as well as the practical application of business system analysis. A consultant typically contributes to the functional and technical specifications for development of a discrete project deliverable of moderate complexity. A consultant is typically involved with several phases of the technical systems integration (coding, testing, documenting).

4.0 Proposal Exceptions

DLT Solutions does not take any exceptions to the RFP. Exceptions to the Draft Contract Terms and Conditions have been uploaded to BidSync as a separate document labeled “DLT Solutions – Draft Contract_Redlined Exceptions.”

5.0 Attachments

5.1 Attachment A - Pricing

As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Attachment A Pricing.”

5.2 Attachment B – Agreement Page

As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Attachment B Agreement Page.”

5.3 Attachment C – References

As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Attachment C References.”

5.4 Attachment D – U.S. Communities Requirements

5.4.1 Supplier Worksheet for National Program Consideration


As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Supplier Worksheet for National Program Consideration.”

5.4.2 New Supplier Implementation Checklist

DLT Solutions will support and complete the Implementation Checklist as listed in the Solicitation document and reproduced on the following page.

5.4.3 Supplier Information

As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Supplier Information.”

 New Supplier Implementation Checklist	Target Completion After Award
1. First Conference Call	One Week
Initial Kick Off Call to discuss expectations	
Set Contract Launch Date & Outline Kick Off Plan	
Establish initial contact people & roles/responsibilities	
Supplier Log-In Credentials established	
Set Agency Webinar Dates	
2. Executed Legal Documents	One Week
U.S. Communities Admin Agreement	
Lead Public Agency agreement signed	
3. Program Contact Requirements	One Week
Supplier contacts communicated to U.S. Communities Staff	
Dedicated email	
Dedicated toll free number	
4. Second Conference Call	Two Weeks
Establish Sales Training Webinar Dates	
Complete Supplier Set Up Form	
Complete User Account and User ID Form	
Identify Dates for Senior Management Meeting	
Review Contract Commitments	
5. Marketing Kick Off Call	Two Weeks
Overview of Marketing Requirements	
Establish Timeline for Marketing Deliverables	
Set Weekly Marketing Call	
Discuss Agency Webinar Slides & Set Timeframe for Deliverables	
6. Initial NAM & Staff Training Meetings	Three Weeks
Discuss expectations, roles & responsibilities	
Introduce and review web-based tools	
Review process & expectations of Lead Referral contact with NAM & identified LRC	
7. Senior Management Meeting	Four Weeks
Implementation Process Progress Report	
U.S. Communities & Vendor Organizational Overview	
Supplier Manager to review & further discuss commitments	
8. Review Top Joint Target Opportunities	Five Weeks
Top 10 Local Contracts	
Review top U.S. Communities PPA's	
9. Web Development	
Initiate E-Commerce Conversation	Two Weeks
Product Upload to U.S. Communities site	Five Weeks
10. Sales Training & Roll Out	
Program Manager briefing - Coordinate with NAM	Five Weeks
Initial remote WebEx training for all sales - Coordinate with NAM	Three Weeks
Initiate contact with Advisory Board (AB) members	Six Weeks
Determine PM & Local Metro teams strategy sessions	Six Weeks
11. Marketing – see marketing deliverables checklist as reviewed with marketing contact	Eight Weeks
12. Agency Webinars	Post Launch

ATTACHMENT B

AGREEMENT

Respondent hereby certifies that Respondent has read, understands and agrees that acceptance by Maricopa County of the Respondent's Offer will create a binding Contract. Respondent agrees to fully comply with all terms and conditions as set forth in the Maricopa County Procurement Code, and amendments thereto, together with the specifications and other documentary forms herewith made a part of this specific procurement.

BY SIGNING THIS PAGE THE SUBMITTING RESPONDENT CERTIFIES THAT RESPONDENT HAS REVIEWED THE ADMINISTRATIVE INFORMATION AND STANDARD CONTRACT'S TERMS AND CONDITIONS LOCATED AT (<http://www.maricopa.gov/DocumentCenter/View/6453>) AND AGREE TO BE CONTRACTUALLY BOUND TO THEM.

☐ Small Business Enterprise (SBE)

DLT Solutions, LLC

54-1599882

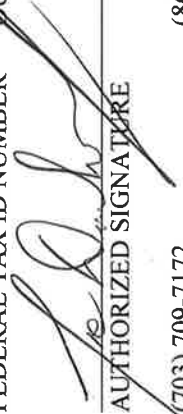
78-6468199

RESPONDENT (FIRM) SUBMITTING PROPOSAL

FEDERAL TAX ID NUMBER

DUNS #

Joe Donohue, Chief Financial Officer


AUTHORIZED SIGNATURE

PRINTED NAME AND TITLE

2411 Dulles Corner Park Suite 800

(703) 709-7172

(866) 708-6707

ADDRESS

TELEPHONE

FAX #

Herndon

Virginia

20171

June 26, 2018

CITY

STATE

ZIP

DATE

www.dlt.com

Joe.Donohue@dlt.com

WEB SITE

EMAIL ADDRESS

ATTACHMENT C

RESPONDENT'S REFERENCES**RESPONDENT SUBMITTING PROPOSAL:** _____

1. COMPANY NAME: _____
ADDRESS: _____
CONTACT PERSON: _____
TELEPHONE: _____ E-MAIL ADDRESS: _____
2. COMPANY NAME: _____
ADDRESS: _____
CONTACT PERSON: _____
TELEPHONE: _____ E-MAIL ADDRESS: _____
3. COMPANY NAME: _____
ADDRESS: _____
CONTACT PERSON: _____
TELEPHONE: _____ E-MAIL ADDRESS: _____
4. COMPANY NAME: _____
ADDRESS: _____
CONTACT PERSON: _____
TELEPHONE: _____ E-MAIL ADDRESS: _____
5. COMPANY NAME: _____
ADDRESS: _____
CONTACT PERSON: _____
TELEPHONE: _____ E-MAIL ADDRESS: _____



7700 Technology Way
Denver, CO 80237

June 20, 2018

Subject: Approval to respond to Maricopa County Serial #180233-Request for Proposals for Oracle Products and Services

DELIVERED VIA EMAIL

To Whom It May Concern:

This letter is to confirm that, as of the date of this letter, DLT Solutions LLC is a Platinum Level member of the Oracle PartnerNetwork (OPN) in good standing and has a valid Master Distribution Agreement and Public Sector Addendum. DLT Solutions LLC is authorized to resell multiple lines of Oracle products and services.

DLT Solutions LLC has been granted approval from Oracle to create a contract in response to the above referenced RFP.

If you have any questions, please feel free to contact me at 571-214-0072.

Sincerely,

Sara Merryman

Sara Merryman
Government Resell Programs Manager
Oracle Public Sector Channels
sara.merryman@oracle.com



June 26, 2018

Maricopa County
320 W Lincoln Street
Phoenix, AZ 85003

Attention: Brian Walsh

Re: RFP #180233 for Oracle Products and Services

Dear Mr. Walsh,

DLT Solutions, LLC hereby submits its response to your Request for Proposal dated May 18, 2018, and agrees to perform as proposed in our proposal, if awarded the contract. DLT Solutions shall thereupon be contractually obligated to carry out its responsibilities respecting the services proposed.

As the longest standing U.S. Public Sector Oracle partner and DLT's commitment to building on being the incumbent contractor, DLT Solutions, LLC (DLT) is best positioned to offer the most effective contract to Maricopa and U.S. Communities customers offering a robust set of hardware and software products and related services using an expansive national network of partner integrators. Using our experience as the incumbent contractor, we have significantly evolved and expanded the DLT partner network to provide coast-to-coast service coverage and look forward to continuing to provide Oracle products and services to the U.S. Communities membership.

Please advise in writing on or before April 30, 2019 if you should desire to accept this proposal.

If you have questions about this response, please contact Mitchell Soni at (703) 773-8974 or Mitchell.Soni@dlt.com.

Sincerely,


Joe Donohue

NAME (please print)

SIGNATURE

Chief Financial Officer

TITLE (please print)



SUPPLIER INFORMATION

DLT Solutions, LLC

Please respond to the following requests for information about your company:

National Commitments

1. Please provide a written narrative describing your understanding and acceptance of each of the Supplier Commitments (Corporate, Pricing, Economy and Sales) shown above in the Supplier Qualifications Section.

See below for requested information:

A. Corporate Commitment

- i. **The pricing, terms and conditions of the Master Agreement shall, at all times, be Supplier's primary contractual offering of Products and Services to Public Agencies. All of Supplier's direct and indirect marketing and sales efforts to Public Agencies shall demonstrate that the Master Agreement is Supplier's primary offering and not just one of Supplier's contract options.**

Team DLT will use commercially reasonable efforts to meet these requirements. As the incumbent, and sole owner of the U.S. Communities Contract #13120 since April 2014, DLT fully understands this requirement.

- ii. **Supplier's sales force (including inside, direct and/or authorized dealers, distributors and representatives) shall always present the Master Agreement when marketing Products or Services to Public Agencies.**

Team DLT will use commercially reasonable efforts to meet these requirements. As the incumbent, and sole owner of the U.S. Communities Contract #13120 since April 2014, DLT fully understands this requirement and will continue presenting the Master Agreement when marketing to Public Agencies.

- iii. **Supplier shall advise all Public Agencies that are existing customers of Supplier as to the pricing and other value offered through the Master Agreement.**

Team DLT will use commercially reasonable efforts to meet these requirements. As the incumbent, DLT has advised all Public Agencies on the pricing and other value offered through the Master Agreement and will continue to do so throughout the contract lifecycle.

- iv. **Upon authorization by a Public Agency, Supplier shall transition such Public Agency to the pricing, terms and conditions of the Master Agreement.**

Team DLT will use commercially reasonable efforts to meet these requirements. As the current owner of the U.S. Communities Contract for Oracle Products, Services, and Solutions, any necessary transitions by DLT Solutions will be minimal to any Public Agencies.

- v. **Supplier shall ensure that the U.S. Communities program and the Master Agreement are actively supported by Supplier's senior executive management.**

As the incumbent to the existing U.S. Communities Contract #13120, DLT Solutions' senior executive management has actively supported the growth of the contract since April 2014. Upon award of U.S. Communities Contract #180233, DLT Solutions is committed to making the U.S. Communities contract successful at every level of our organization. This new contract will command executive level review, regular program management reviews and marketing support from top executives, including Art Richer, CEO; Brian Strosser, President; Joe Donohue, Chief Financial Officer; Scott Needleman, General Counsel and Vice President, Contracts; Chris Dewey, Senior Vice President, Sales Division I; Keith Barnes, Senior Vice President, Oracle Division; David Roth, National Account Manager; David Blankenhorn, Chief Technology Officer; and Maria Moore, Vice President, Marketing.

- vi. **Supplier shall provide a national/senior management level representative with the authority and responsibility to ensure that the Supplier's Commitments are maintained at all times. Supplier shall also designate a lead referral contact person who shall be responsible for receiving communications from U.S. Communities concerning new Participating Public Agency registrations and for ensuring timely follow-up by Supplier's staff to requests for contact from Participating Public Agencies. Supplier shall also provide the personnel necessary to implement and support a supplier-based internet web page dedicated to Supplier's U.S. Communities program and linked to U.S. Communities' website and shall implement and support such web page.**

As the incumbent to the existing U.S. Communities Contract #13120, DLT Solutions' senior executive management has actively supported the growth of the contract since April 2014. Upon award of U.S. Communities Contract #180233, DLT Solutions is committed to making the U.S. Communities contract successful at every level of our organization. This new contract will command executive level review, regular program management reviews and marketing support from top executives, including Art Richer, CEO; Brian Strosser, President; Joe Donohue, Chief Financial Officer; Scott Needleman, General Counsel and Vice President, Contracts; Chris Dewey, Senior Vice President, Sales Division I; Keith Barnes, Senior Vice President, Oracle Division; David Roth, National Account Manager; David Blankenhorn, Chief Technology Officer; and Maria Moore, Vice President, Marketing.

As part of DLT's marketing plan to support and promote the U.S. Communities program our personnel will provide an internet web page dedicated to U.S. Communities.

- vii. **Supplier shall demonstrate in its procurement solicitation response and throughout the term of the Master Agreement that national/senior management fully supports the U.S. Communities program and its commitments and requirements. National/Senior management is defined as the executive(s) with companywide authority.**

As the incumbent to the existing U.S. Communities Contract #13120, DLT Solutions' senior executive management has actively supported the growth of the contract since April 2014. Upon award of U.S. Communities Contract #180233, DLT Solutions is committed to making the U.S. Communities contract successful at every level of our organization. This new contract will command executive level review, regular program management reviews and marketing support from top executives, including Art Richer, CEO; Brian Strosser, President; Joe Donohue, Chief Financial Officer; Scott Needleman, General Counsel and Vice President, Contracts; Chris Dewey, Senior Vice President, Sales Division I; Keith Barnes, Senior Vice President, Oracle Division; David Roth, National Account Manager; David Blankenhorn, Chief Technology Officer; and Maria Moore, Vice President, Marketing.

- viii. **Where Supplier has an existing contract for Products and Services with a state, Supplier shall notify the state of the Master Agreement and transition the state to the pricing, terms and conditions of the Master Agreement upon the state's request. Regardless of whether the state decides to transition to the Master Agreement, Supplier shall primarily offer the Master Agreement to all Public Agencies located within the state.**

Team DLT will use commercially reasonable efforts to meet these requirements. As the current sole owner of the U.S. Communities Contract for Oracle Products, Services, and Solutions, DLT Solutions currently adheres to this requirement. Upon award of U.S. Communities Contract #180233, DLT will continue this practice.

B. Pricing Commitment

- i. Supplier represents to U.S. Communities that the pricing offered under the Master Agreement is the lowest overall available pricing (net to purchaser) on Products and Services that it offers to Public Agencies. Supplier's pricing shall be evaluated on either an overall project basis or the Public Agency's actual usage for more frequently purchased Products and Services.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

DLT's price proposal is in accordance with the requests in the solicitation. DLT's proposal is conditioned upon the ability to refresh the Global Price Lists proposed and add new Global Price Lists as Oracle updates product families once per year on the anniversary of the contract award. In addition, DLT's proposal is conditioned upon incorporation of the End User License Agreement (EULA), License Definitions & Rules (LDRs), Cloud Services Agreement (CSA), and the Oracle Manufacturer's Statement of Terms into the resulting award.

- i. Contracts Offering Lower Prices. If a pre-existing contract and/or a Public Agency's unique buying pattern provide one or more Public Agencies a lower price than that offered under the Master Agreement, Supplier shall match that lower pricing under the Master Agreement and inform the eligible Public Agencies that the lower pricing is available under the Master Agreement. If an eligible Public Agency requests to be transitioned to the Master Agreement, Supplier shall do so and report the Public Agency's purchases made under the Master Agreement going forward. The price match only applies to the eligible Public Agencies. Below are three examples of Supplier's obligation to match the pricing under Supplier's contracts offering lower prices.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- ii. Supplier holds a state contract with lower pricing that is available to all Public Agencies within the state. Supplier would be required to match the lower state pricing under the Master Agreement and make it available to all Public Agencies within the state.**

DLT's price proposal is in accordance with the requests in the solicitation. DLT's proposal is conditioned upon the ability to refresh the Global Price Lists proposed and add new Global Price Lists as Oracle updates product families once per year on the anniversary of the contract award. In addition, DLT's proposal is conditioned upon incorporation of the End User License Agreement (EULA), License Definitions & Rules (LDRs), Cloud Services Agreement (CSA), and the Oracle Manufacturer's Statement of Terms into the resulting award.

- iii. Supplier holds a regional cooperative contract with lower pricing that is available only to the ten cooperative members. Supplier would be required to match the lower cooperative pricing under the Master Agreement and make it available to the ten cooperative members.**

DLT Solutions does not hold any regional cooperative contracts. Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- iv. Supplier holds a contract with an individual Public Agency. The Public Agency contract does not contain any cooperative language and therefore other Public Agencies are not eligible to utilize the contract. Supplier would be required to match the lower pricing under the Master Agreement and make it available only to the individual Public Agency.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- v. Deviating Buying Patterns. Occasionally U.S. Communities and Supplier may interact with a Public Agency that has a buying pattern or terms and conditions that considerably deviate from the normal Public Agency buying pattern and terms and conditions, and causes Supplier's pricing under the Master Agreement to be higher than an alternative contract held by Supplier. This could be created**

by a unique end-user preference or requirements. In the event that this situation occurs, Supplier may address the issue by lowering the price under the Master Agreement on the item(s) causing the large deviation for that Public Agency. Supplier would not be required to lower the price for other Public Agencies.

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- vi. **Supplier's Options in Responding to a Third Party Procurement Solicitation.** While it is the objective of U.S. Communities to encourage Public Agencies to piggyback on to the Master Agreement rather than issue their own procurement solicitations, U.S. Communities recognizes that for various reasons some Public Agencies will issue their own solicitations. The following options are available to Supplier when responding to a Public Agency solicitation:

- a. **Supplier may opt not to respond to the procurement solicitation. Supplier may make the Master Agreement available to the Public Agency as a comparison to its solicitation responses.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement. As the current sole owner of the U.S. Communities Contract #13120, DLT has adhered to this requirement, and will continue to do so throughout the new contract lifecycle.

- b. **Supplier may respond with the pricing, terms and conditions of the Master Agreement. If Supplier is awarded the contract, the sales would be reported as sales under the Master Agreement.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement. As the current sole owner of the U.S. Communities Contract for Oracle Products, Services, and Solutions, DLT currently provides quarterly sales reports to U.S. Communities. Utilizing our experience with the current contract, DLT Solutions understands this requirement and will continue to adhere to this policy upon award of the new contract.

- c. **If competitive conditions require pricing lower than the standard Master Agreement pricing, Supplier may submit lower pricing through the Master Agreement. If Supplier is awarded the contract, the sales would be reported as sales under the Master Agreement. Supplier would not be required to extend the lower price to other Public Agencies.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement. As the current sole owner of the U.S. Communities Contract for Oracle Products, Services, and Solutions, DLT currently provides quarterly sales reports to U.S. Communities. Utilizing our experience with the current contract, DLT Solutions understands this requirement and will continue to adhere to this policy upon award of the new contract.

- d. **Supplier may respond to the procurement solicitation with pricing that is higher (net to buyer) than the pricing offered under the Master Agreement. If awarded a contract, Supplier shall still be bound by all obligations set forth in this Section 3.3, including, without limitation, the requirement to continue to advise the awarding Public Agency of the pricing, terms and conditions of the Master Agreement.**

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- e. **Supplier may respond to the procurement solicitation with pricing that is higher (net to buyer) than the pricing offered under the Master Agreement and if an alternative response is permitted, Supplier may offer the pricing under the Master Agreement as an alternative for consideration.**

Team DLT understands and will use commercially reasonable efforts to meet this

requirement.

C. Economy Commitment

Supplier shall demonstrate the benefits, including the pricing advantage, of the Master Agreement over alternative options, including competitive solicitation pricing and shall proactively offer the terms and pricing under the Master Agreement to Public Agencies as a more effective alternative to the cost and time associated with such alternate bids and solicitations.

Team DLT understands and will use commercially reasonable efforts to meet this requirement. As the incumbent of the Oracle U.S. Communities Contract, DLT understands the competitive benefits and value the Master Agreement provides to the Participating Public Agencies. These benefits include, but are not limited to, a competitively solicited Agreement by a lead public agency, the incorporation of terms and conditions at the master level of the contract, and aggregating the purchasing power of more than 90,000 public agencies nationwide.

D. Sales Commitment

Supplier shall market the Master Agreement through Supplier's sales force or dealer network that is properly trained, engaged and committed to offering the Master Agreement as Supplier's primary offering to Public Agencies. Supplier's sales force compensation and incentives shall be greater than or equal to the compensation and incentives earned under other contracts to Public Agencies.

Team DLT understands and will use commercially reasonable efforts to meet this requirement.

- i. Supplier Sales. Supplier shall be responsible for proactive direct sales of Supplier's Products and Services to Public Agencies and the timely follow-up to sales leads identified by U.S. Communities. Use of product catalogs, targeted advertising, direct mail and other sales initiatives are encouraged. All of Supplier's sales materials targeted towards Public Agencies shall include the U.S. Communities logo. U.S. Communities hereby grants to Supplier, during the term of this Agreement, a non-exclusive, revocable, non-transferable, license to use the U.S. Communities name, trademark, and logo solely to perform its obligations under this Agreement, and for no other purpose. Any goodwill, rights, or benefits derived from Supplier's use of the U.S. Communities name, trademark, or logo shall inure to the benefit of U.S. Communities. U.S. Communities shall provide Supplier with its logo and the standards to be employed in the use of the logo. During the term of the Agreement, Supplier grants to U.S. Communities an express license to reproduce and use Supplier's name and logo in connection with the advertising, marketing and promotion of the Master Agreement to Public Agencies. Supplier shall assist U.S. Communities by providing camera-ready logos and by participating in related trade shows and conferences. At a minimum, Supplier's sales initiatives shall communicate that (i) the Master Agreement was competitively solicited by the Lead Public Agency, (ii) the Master Agreement provides the best government pricing, (iii) there is no cost to Participating Public Agencies, and (iv) the Master Agreement is a non-exclusive contract.**

DLT accepts the terms of agreement associated with the creation of sales and marketing materials and usage of U.S. Communities name, trademark and logo and the organization's respective usage standards. DLT also agrees to provide U.S. Communities with a camera-ready logo as well as allow the usage of said logo, trade mark and name in support of associated advertising, marketing and promotion of the Master Agreement by U.S. Communities. DLT also agrees to support and participate in any related trade shows and conferences.

DLT Solutions maintains a dedicated web team consisting of two backend developers and three frontend/ 3rd party platform specialists. As outlined in the marketing plan, DLT Solutions will create and launch a dedicated U.S. Communities web page on our DLT.com upon announcement and execution of the contract. The page will include U.S. Communities and founding organization logos and any documentation detailed in this proposal.

- ii. **Branding and Logo Compliance.** Supplier shall be responsible for complying with the U.S. Communities branding and logo standards and guidelines. Prior to use by Supplier, all U.S. Communities related marketing material must be submitted to U.S. Communities for review and approval.

DLT Solutions agrees to comply with the U.S. Communities branding and logo standards and guidelines. We also agree to submit any related marketing materials to U.S. Communities for review and approval.

- iii. **Sales Force Training.** Supplier shall train its national sales force on the Master Agreement and U.S. Communities program. U.S. Communities shall be available to train regional or district managers and generally assist with the education of sales personnel.

Upon contract award, Team DLT's NAMs and designated sales team leaders will participate in the U.S. Communities WebEx training on the Master Agreement and U.S. Communities program.

Team DLT's NAM and other sales team leaders who receive the initial training will work with the DLT Training Manager to develop ongoing training program. DLT University, a part of DLT Solutions, ensures that all new hires receive the training necessary to do their jobs. For sales representatives, this includes classes on government procurement and contract vehicles. Any new SLED sales rep will be required to complete the U.S. Communities training within the first three months of employment.

- iv. **Participating Public Agency Access.** Supplier shall establish the following communication links to facilitate customer access and communication:

- a. A dedicated U.S. Communities internet web-based homepage containing:

1. U.S. Communities standard logo with Founding Co-Sponsors logos;
2. Copy of original procurement solicitation;
3. Copy of Master Agreement including any amendments;
4. Summary of Products and Services pricing;
5. Electronic link to U.S. Communities' online registration page; and
6. Other promotional material as requested by U.S. Communities.

Team DLT will maintain the dedicated U.S. Communities customer web-based homepage that contains the following:

- U.S. Communities and founding co-sponsor logos and any documentation detailed above or elsewhere in this proposal.
- Copy of original procurement solicitation;
- Copy of Master Agreement including any amendments;
- The Oracle's solution pricing
- Electronic link to U.S. Communities' online registration page; and
- Other promotional material as requested by U.S. Communities.

As outlined in the marketing plan, DLT Solutions has extensive experience in creating, launching and implementing customer-facing portals thus we can easily put up a dedicated U.S. Communities web page on DLT.com once the contract is awarded. As shown in the New Supplier Implementation Checklist, DLT is prepared to support the U.S. Communities marketing activities.

- b. A dedicated toll-free national hotline for inquiries regarding U.S. Communities.

DLT U.S. Communities has reserved a dedicated, toll-free national hotline for U.S. Communities

general inquiries.

- c. **A dedicated email address for general inquiries in the following format: uscommunities@(name of supplier).com.**

DLT has reserved a U.S. Communities dedicated email account for general inquiries. The email address will be in the following format: uscommunities@dlt.com.

- v. **Electronic Registration.** Supplier shall be responsible for ensuring that each Public Agency has completed U.S. Communities' online registration process prior to processing the Public Agency's first sales order.

Team DLT will monitor and instruct Public Agencies to register on the U.S. Communities website when requesting a quote. Team DLT's Procurement Management process will validate each Public Agency registration before processing any orders for the U.S. Communities.

- vi. **Supplier's Performance Review.** Upon request by U.S. Communities, Supplier shall participate in a performance review meeting with U.S. Communities to evaluate Supplier's performance of the covenants set forth in this Agreement.

Team DLT and the National Account Manager (NAM/PM) will participate in performance review meetings with U.S. Communities in addition to all of the other stake holders.

- vii. **Supplier Content.** Supplier may, from time to time, provide certain graphics, media, and other content to U.S. Communities (collectively "Supplier Content") for use on U.S. Communities websites and for general marketing and publicity purposes. Supplier hereby grants to U.S. Communities and its affiliates a non-exclusive, worldwide, perpetual, free, transferrable, license to reproduce, modify, distribute, publically perform, publically display, and use Supplier Content in connection with U.S. Communities websites and for general marketing and publicity purposes, with the right to sublicense each and every such right. Supplier warrants that: (a) Supplier is the owner of or otherwise has the unrestricted right to grant the rights in and to Supplier Content as contemplated hereunder; and (b) the use of Supplier Content and any other materials or services provided to U.S. Communities as contemplated hereunder will not violate, infringe, or misappropriate the intellectual property rights or other rights of any third party.

DLT Solutions agrees to provide "supplier content" to U.S. Communities in support of general marketing and publicity initiatives including the U.S. Communities website as requested. DLT Solutions also agrees to U.S. Communities' non-exclusive, worldwide, perpetual, free and transferrable license to reproduce, modify, distribute, publically perform, publically display said content.

We acknowledge that the content needs to be either owned by DLT Solutions or DLT Solutions must maintain the rights to grant permission to its usage. DLT Solutions will ensure that the usage of the content does not violate, infringe, or misappropriate the intellectual property rights or other rights of any third party.

Company Overview

1. Provide the total number and location of sales persons employed by your company in the United States.

Number of Sales Representatives	City	State
96	Herndon	VA
1	Boise	ID
1	Charlottesville	VA
1	Hilliard	OH
1	Indian Land	SC

1	Spartanburg	SC
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2. Please provide a narrative of how these sales people would be used to market the contract to eligible agencies across the country. Please describe what you have in place today and your future plans, if you were awarded the contract.

As the incumbent, DLT Solutions utilizes the following strategies to market the contract to eligible agencies nationwide. Upon award of the new U.S. Communities contract, DLT Solutions will continue these practices, as well as continuing to work closely with U.S. Communities Program Managers to formulate new ideas.

- Targeted Cold Calling
- Attendance and Participation in U.S. Communities Regional Summits
- U.S. Communities Conferences
- Sales Training of Partner Network
- Sales Training of Oracle's sales force
- Targeted marketing email campaigns

3. Explain how your company will educate its sales force about the Master Agreement.

Our internal initiatives for DLT Sales Associates assigned to U.S. Communities accounts provide the opportunity to leverage existing relationships with Team DLT through increased mindshare and specialized training opportunities to enhance awareness of the contract within the State and Local Government community.

These initiatives include:

- **Monthly Call Campaigns** -- Sales Associates are required to make 35-50 calls each day targeting U.S. Communities members and participating public agencies.
- **Monthly Revenue Goals** -- Sales Associates must attain monthly revenue goals for each product line to qualify for quarterly and annual compensation bonuses.
- **Training Schedule** -- Sales Associates are required to participate in all U.S. Communities Oracle partner training opportunities and pass training tests provided by Oracle partners to qualify for quarterly bonuses.
- **Coordinated Marketing** -- Sales Associates must participate in monthly planning calls with regional Oracle representatives, identifying opportunities to process through the contract.
- **Market and Transition the Master Agreement to Participating Public Agencies**—DLT Solutions will initiate a full call campaign targeted at current U.S. Communities Participating Public Agencies (PPAs) upon notification of award to quickly inform PPAs of the contract offering. We will follow up with targeted direct mail pieces as well as include Master Agreement information and pricing in our catalog and on the website.

4. Provide the company annual sales for 2015, 2016 and 2017 in the United States; Sales reporting should be segmented into the following categories:

SUPPLIER ANNUAL SALES IN THE UNITED STATES FOR 2015, 2016, AND 2017			
<u>Segment</u>	<u>2015 Sales</u>	<u>2016 Sales</u>	<u>2017 Sales</u>
Cities	58,758,577.46	68,771,190.54	45,162,014.41
Counties	32,895,756.67	38,799,180.71	29,304,670.00
K-12 (Public/Private)	6,612,584.34	6,046,345.15	5,462,484.91
Higher Education (Public/Private)	48,520,295.09	50,888,073.26	45,613,881.44
States	92,265,319.64	92,360,153.30	77,067,995.40
Other Public Sector and Nonprofits	6,544,793.22	8,249,354.43	6,089,656.33
Federal	689,234,560.84	765,926,326.37	672,015,306.85

Private Sector	44,275,786.17	63,066,607.87	58,072,281.48
Total Supplier Sales	979,107,673.43	1,094,107,231.63	938,788,290.82

5. For the **proposed products and services included in the scope of your response**, provide annual sales for 2015, 2016 and 2017 in the United States. Sales reporting should be segmented into the following categories:

SUPPLIER ANNUAL ORACLE SALES IN THE UNITED STATES FOR 2015, 2016, AND 2017			
Segment	2015 Sales	2016 Sales	2017 Sales
Cities	23,681,995.69	25,601,237.50	13,798,025.78
Counties	11,675,020.98	17,653,718.90	11,517,810.32
K-12 (Public/Private)	1,114,631.80	2,387,074.28	2,331,768.55
Higher Education (Public/Private)	1,485,941.03	879,595.54	965,626.72
States	32,370,842.11	42,914,624.58	27,863,414.71
Other Public Sector and Nonprofits	2,257,038.76	4,325,923.99	1,678,041.70
Federal	245,814,326.56	261,951,751.02	169,854,711.39
Private Sector	4,644,248.02	9,139,672.16	13,576,122.88
Total Supplier Sales	323,044,044.95	364,853,597.97	241,585,522.05

6. Provide a list of your company's ten largest public agency customers, including contact information.

#	Name of Customer	Name	Phone Number	Email
1	King County	Marjorie Mills	206-263-1045	marjorie.mills@kingcounty.gov
2	City of Chicago	Yolanda Gardner	312-744-7560	yolanda.gardner@cityofchicago.org
3	Iowa Department of Human Services	Randy Van Gundy	515-281-6679	rvangun@dhs.state.ia.us
4	City of Kansas City	Keely Golden	816-513-3670	keely.golden@kcmo.org
5	Manatee County School District	Robert Malloy	941-708-8770	malloyr@manateeschools.net
6	Regional Transportation District	Rahul Sood	303-299-6051	rahul.sood@rtd-denver.com
7	City of Colorado Springs	Erica Rush	719-385-5755	erush@springsgov.com
8	City of Atlanta	Kirk Talbott	404-546-7765	ktalbott@atlanta.gov
9	Fairfax County Public Schools	Ed Tyler	703-329-7485	eptyler@fcps.edu
10	Sound Transit	Kristin Terry	206-903-7041	kristin.terry@soundtransit.org

7. Please list any existing regional and/or national cooperative purchasing programs. Provide the entity's name(s), contract scope, contract term (including contract options) and annual volume by year for each of the last three years.

US Communities- National Cooperative Purchasing Programs Sales Figures							
Entity Name	Contract Scope	Contract Term	Option Years	2015	2016	2017	Total
Georgia Technology Authority	State and Local Agencies	6/30/2015 - 6/30/2018	3	0.00	201,096.66	3,790,555.20	3,991,651.86
GSA/FAS	State and Local Agencies	4/11/2016 - 4/10/2021	3 - 5 Yr Options	33,823,958.45	52,791,568.83	3,478,294.22	120,093,821.50

US Communities- National Cooperative Purchasing Programs Sales Figures							
Illinois Department of Central Management Services (CMS)	State agencies	12/29/2016 - 12/28/2019	One 2-Yr Option	0.00	0.00	0.00	0.00
Commonwealth of Kentucky	State agencies	9/5/2007 - 4/11/2021	0	0.00	4,939.20	4,671.80	9,611.00
Maryland Department of Budget & Management	State and Local Agencies	10/1/2012 - 9/30/2027	0	958,599.27	570,460.36	2,708,016.41	4,237,076.04
Region XIV Education Service Center	State and Local Agencies	9/1/2017 - 9/30/2020	1-2yr Option	0.00	0.00	43,004.12	43,004.12
Department of Information Resources	State and Local Agencies	3/23/2018 - 3/22/2020	2	0.00	0.00	0.00	0.00
State of Utah Department of Purchasing	State and Local Agencies	9/30/2016 - 9/15/2026	0	0.00	0.00	0.00	0.00
<u>Entity Name</u>	<u>Contract Scope</u>	<u>Contract Term</u>	<u>Option Years</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
State of New Mexico General Services Department	State and Local Agencies	7/6/2016 - 7/5/2020	0	0.00	112,870.92	395,418.42	508,289.34
NYS Office of General Services	State and Local Agencies	9/9/2015 - 9/8/2018	0	0.00	0.00	9,000.04	9,000.04
State of Ohio, Office of Information Technology	State and Local agencies	6/25/2007 - 4/10/2021	0	1,222,837.00	3,980,256.12	4,219,155.52	9,422,248.64
Department of General Services	State and Local Agencies	6/22/2017 - 4/30/2020	0	0.00	0.00	0.00	0.00
SFAA, Div. of Procurement Services, ITMO	State and Local Agencies	7/1/2017 - 6/30/2018	4	0.00	0.00	0.00	0.00
The Inter local Purchasing System	State and Local Educational Institutions	7/16/2015 - 7/26/2018	0	0.00	79,857.34	10,051.00	89,908.34
Dept. of General Services	State and Local Agencies	3/1/2015 - 3/31/2019	0	591,778.54	884,705.08	1,216,464.41	2,692,948.03
Department of Information Resources	State and Local Agencies	6/29/2016 - 6/28/2019	1	0.00	1,999,652.12	3,235,971.72	5,235,623.84

US Communities- National Cooperative Purchasing Programs Sales Figures							
Maricopa County, AZ	State and Local Agencies	4/23/2014 - 4/30/2019	2	12,238,336.36	23,509,594.57	29,243,945.51	64,991,876.44
County of Fairfax	State and Local Agencies	1/31/2017 - 4/30/2019	2	0.00	352,316.34	650,469.52	1,002,785.86
Commonwealth of Virginia	Commonwealth Public Educational Institutions	8/3/2015 - 8/2/2020	2 - 5 year options	45,000.00	10,000.00	69,081.21	124,081.21
Total				15,056,551.17	31,705,748.71	45,595,804.88	92,358,104.76

Order Processing and Distribution

1. Describe your company's normal order processing procedure from point of customer contact through delivery and billing.

DLT's Internal Systems. DLT has developed highly integrated internal systems (see Figure D-2) to manage and support all aspects of a successful Government programs. These systems handle the complete end-to-end business model, from quote to order conversion and entry to product delivery and invoicing.

- **SMaRT** (Sales Management and Relationship Tracking) – SMaRT maintains and manages all aspects of the lifecycle of an order against DLT contracts from first customer contact through sales quotation through booking of an order. SMaRT contains over 150,000 Government contacts associated and linked to all Government agencies built on a hierarchical system (sector/agency/sub-agency). SMaRT is completely integrated with DLT's C3 and FAMis systems (see below) to ensure that all quotes are created based on contractual terms and conditions. SMaRT maintains notes on all aspects of customer and vendor interactions including documents transferred and conversations. Through various auditable means, SMaRT ensures that customers' orders are accurately and efficiently processed.
- **C3** (Central Contracts Catalog) – The C3 database allows DLT to ensure that all product pricing is accurate and current. C3 contains all contract offerings and related products and pricing based on the respective contract's specific terms and conditions. C3 is fully integrated with SMaRT and FAMis (see below) to ensure a systematic and error-free quote-to-order fulfillment process. C3 maintains a complete history of product and pricing modifications for every product on every contract back to mid-2005.
- **FAMis** (Fulfillment Accounting Management Information System) – FAMis is DLT's Enterprise-wide accounting and order management system handling both fulfillment and professional services orders. It meets the unique needs of our public sector customers. FAMis is fully integrated with both SMaRT and C3. FAMis also provides all reporting specific to our awarded contracts.
- **ERT** (Enterprise Reporting Tool) – ERT is integrated with all DLT systems to provide reporting capabilities to all DLT business units in support of the U.S. Communities program. ERT provides a standardized interface and limits user access to only the reports and data that they have privileges to view. Reports can be queried to filter group reports (for example, by Division, Rep, Contract, Vendor, Manufacturer, Sector) based on the various needs in support of the SEWP V program.

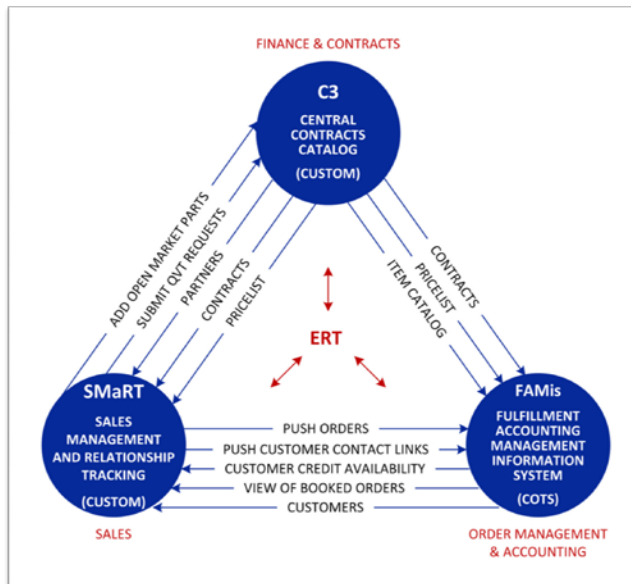


Figure D-2 DLT Internal Systems Integration

2. How do you help Public Agencies assess their needs and decide on a scope of work for a project?

As a vendor-authorized Oracle Platinum Partner, DLT's Professional Services team aligns our consultations, designs and services with the vendor partner best practices. This methodology is based on vendor and DLT experience gained in assisting many organizations to successfully adopt our vendor partner hardware, software and cloud solutions. Additionally, the methodology references industry-wide best practices and frameworks such as COBIT, TOGAF and ITIL. Different elements within the DLT Professional Services offering, or "perspectives," provide a collection of methodologies to support the requirements of Oracle product adoption and implementation. DLT Professional Services can assist their stake holders and technical staff with the creation or the review of existing reference architecture and solution patterns to comprehensively incorporate into their Oracle environment. We will work with each respective agency to publish their policies as descriptive documentation with graphical aids. The results are delivered in such a way that security is embedded within the "infrastructure as code" philosophy whenever applicable.

3. In what formats do you accept orders (telephone, ecommerce, etc.)?

Orders are accepted via email.

4. Please state if you use a single system or platform for all phases of ordering, processing, delivery and billing.

DLT Solutions uses multiple systems for ordering, processing, delivery, and billing. Systems include Microsoft Great Plains and applications developed in-house.

5. Please state your normal payment terms and any quick-pay incentives available to Participating Public Agencies.

Net 30, none

6. State which forms of ordering allow the use of a procurement card and the accepted banking (credit card) affiliation.

- SF182 with payment by credit card terms in the "Payment will be made by" box
- DD1155 (example attached) or other government contracts where the "Payment will be made by" box states "Government Purchase Card"
- Direct credit card purchases over the phone

7. Describe how your company proposes to distribute the Products and Services nationwide.
 - Software licenses and cloud subscriptions are available via electronic download
 - Hardware is shipped via the manufacturer
8. Identify all other companies that will be involved in processing, handling or shipping the Products and Services to the end user.

Oracle Corporation
9. Provide the number, size and location of your company's distribution facilities, warehouses, support centers and retail network (if applicable).

DLT Solutions operates from a central office in Herndon, Virginia.
10. Describe your ability to provide customized reports (i.e. commodity histories, purchase histories by department, green spend, etc.) for each Participating Public Agency.

DLT's Business Operations Group can create and customize reports, from high level summaries down to line-item details. Most of the contracts DLT currently holds and supports contain some form of reporting requirement. Through its Operations team, DLT Solutions is able to accommodate a wide variety of reporting data requirements and frequency.
11. If applicable, describe your company's ability to do business with manufacturer/dealer/distribution organizations that are either small or MWBE businesses as defined by the Small Business Administration.
 - a. If applicable, describe other ways your company can be sensitive to a Participating Public Agency's desire to utilize local and/or MWBE companies, such as number of local employees and offices in a particular geographic area, companies your firm is using that may be local (i.e. local delivery truck company), etc.
 - b. If applicable, provide details on any products or services being offered by your company where the manufacturer or service provider is either a small or MWBE business as defined by the Small Business Administration. Provide product/service name, company name and small/MWBE designation.

To meet the potential services requirements of U.S. Communities, DLT utilizes our internal resources, as well as our extensive partner network. Within this network, DLT offers opportunities for customers to work with Small Businesses, Minority Owned Business Enterprises, Veteran Owned Businesses, 8A Businesses, and HUB Zone Enterprises. DLT has profiled a small sample of this network as part of our bid response and will promote these specific partners on the U.S. Communities website along with other partners who become involved with U.S. Communities customers. Section 2.0 describes each team member's demonstrated experience with Oracle Products and Services in detail and the complexity and variety of work these team members have and will perform.

Marketing and Sales

1. Provide a detailed outline of your company's sales and marketing plan for marketing your offering to eligible agencies nationwide.

At DLT Solutions, we believe that our high volume, cost-efficient direct marketing format allows us to maintain a pricing advantage over many other Oracle product resellers and integrators. As an Oracle Platinum Partner will offer U.S. Communities increased savings through products specials and promotions as well as increased exposure through sales contests targeted at expanding contract awareness.

DLT Solutions has a long history of marketing to the state, local and education markets. With our existence in providing Oracles solutions, we have conducted over 34 integrated campaigns and leveraged nearly 7,000 customers and contacts to close over 1,800 wins. In addition to the contacts in our enterprise applications database, DLT Solutions also leverages over 65,000 customers and contacts to conduct state and local yearend campaigns with the specific goal of helping them spend their remaining IT budgets before the new fiscal year begins.

Upon award of the U.S. Communities contract, Team DLT is prepared to implement approximately \$1.5M marketing and advertising campaign over the next four years. Our Marketing Plan outline will include, but not be limited to the following elements:

- **Public Relations:** Upon award of the contract, DLT Solutions will create and distribute a press release highlighting the addition of the U.S. Communities contract to its contract portfolio to all of its media contacts. DLT Solutions will also create and distribute press releases highlighting significant wins (\$1M+) that come from the U.S. Communities contract. Lastly, DLT Solutions will use U.S. Contract wins to identify unique stories that can be turned into case studies and subsequent press opportunities.
- **U.S. Communities homepage:** Per contract requirements, this page will include the U.S. Communities logo, the logos of the founding co-sponsors and all required documents as well as the NAM contact information (dedicated hotline and email address).
- **U.S. Communities customer portal:** A secure and dedicated portal housing a list of all of the products and services listed on the contract, pricing and the contact information of the respective sales contact for that region.
- **Trade Shows:** Participation and/or sponsorship in national trade shows and conferences and targeted events in AZ, CO, PA, TN, VA, MD, WV, IL, NY, CA, TX and FL, including pre- and post-event communications and follow-up.

2. Explain how your company will market and transition the Master Agreement into the primary offering to Participating Public Agencies. How will your organization differentiate the new agreement from existing contracts you may have today?

DLT Solutions will initiate a full call campaign targeted at current U.S. Communities Participating Public Agencies (PPAs) upon notification of award to quickly inform PPAs of the contract offering. We will follow up with targeted direct mail pieces as well as include Master Agreement information and pricing in our catalog and on the website.

DLT will send contact information via direct mail, email and fax to our existing customer database of over 67,000 State and Local Government customers to transition them to the U.S. Communities Master Agreement. We will update our landing page on our Government-specific web site to include information about the contract, how to order and who to contact. Information about the contract will be made available in our catalogs as well as other direct mail pieces supported by our Manufacturer Partnership Program.

3. Please describe your sales goals if awarded the Master Agreement, including targeted dollar volume by year:

\$ 54M.00 in year one
\$ 65M.00 in year two
\$ 78M.00 in year three

National Staffing Plan

1. Please identify the key personnel who will lead and support the implementation period of the contract outlined in the New Supplier Implementation Checklist, above, along with the amount of time to be devoted to implementation.

Please refer to Section 3.5-3.6 of separately uploaded document (via BidSync) labeled “DLT Solutions - 180233 Oracle Products & Services.”

2. Identify the key personnel who are to be engaged in this contract throughout the term of the contract, including each of the roles described below:

<u>Role</u>	<u>Description of Role</u>	<u>Person Responsible and Title</u>	<u>Time Commitment (%)</u>
Executive Sponsor	Responsible for the corporate commitment. Works with Supplier Manager.	Brian Strosser	100%
National Account Manager	Responsible for sales efforts and training of sales people across the country. Works daily with Program Managers and Supplier Manager.	David Roth, Kevin Ford	100%
Lead Referral Manager	Responsible for distributing leads generated through the USC website.	Kevin Ford	100%
Marketing Lead	Responsible for all marketing efforts. Works with USC marketing regularly.	Crystal Harley	100%
IT Lead	Responsible for building USC landing page for supplier.	Maria Moore	100%
Reporting Lead	Responsible for providing monthly reports to USC.	Laura Haight	100%

3. Provide an organizational chart of your company.

As instructed in the Solicitation, DLT has uploaded this document via BidSync as a separate attachment labeled “DLT Solutions – Organizational Chart.”

4. Submit a bio for each of the below personnel:

- a. The person your company proposes to serve as the National Accounts Manager;

David Roth – Director of Sales, DLT Solutions

David joined DLT Solutions in March 2018 as Director of Sales of Oracle with 20 years of experience in the IT industry. David leads DLT’s sales divisions for State and Local, Education which encompasses software, hardware and value – added services.

Prior to DLT, David spent 10 years at Oracle in their World Wide Alliance and Channels group where he worked with Independent Software Providers and Systems Integrators. Additionally, David brings experience in managing large national contracts.

Kevin Ford – Team Lead, State & Local Sales New License, DLT Solutions

Kevin joined the DLT Oracle team in 2015. Shortly after he was able to forge strong relationships with many customers, in part due to the US Communities contract. These customers include, but are not limited to, King County, Boulder County, City of

Albuquerque, Valley Metro, Sound Transit, Pima County and the Florida Department of Law Enforcement. This along with his outstanding Oracle knowledge and efforts in Marketing the US Communities contract have allowed him to generate over \$6.2 Million in Sales during his time as a Sales Rep.

As a Team Lead, Kevin is leveraging his experience with Oracle, the US Communities contract and our State and Local customers to ensure his Sales team can meet the needs and expectations of DLT's customers, as well as US Communities. While managing the State and Local team at DLT, Kevin's Sales team has generated over \$9 Million in Sales.

In addition to forging strong relationships with State and Local customers, Kevin has working closely with the US Communities Program Managers in an effort to market and grow the contract. As Team Lead, Kevin has fostered strong relationships with US Communities management, including but not limited to Scott Wilson – Director of Supplier Relations, Paul Terragno – Vice President Product Management, and Chris Robb – Senior Vice President. These relationships ensure DLT Solutions provides the most value to State and Local customers, as well as discussing strategies at the management level for how to best grow the contract.

- b. Each person that will have primary responsibility for U.S. Communities account management; and

- **Skip Liesgang – Vice President, Channels, DLT Solutions**

Mr. Liesegang is responsible for developing, building and executing a growth strategy to accelerate the impact Public Sector partners have on DLT's growth. His organization supports the Public Sector partner community, while ensuring adoption of strategies to capture new market opportunities, technologies, and satisfy evolving customer consumption demands.

Skip is responsible for accelerating DLT's pivot to aggregation by developing, building, and executing a fast-paced plan, which will ultimately create investments that drive incremental revenue streams for DLT through these partners.

Prior to joining DLT, Liesegang served as the Director of Channels and Distribution for the Americas with NetApp for 4 years, served as the Vice President of Channels at immixGroup for seven years, and led the Public Sector channels for seventeen years at Sun Microsystems. He is a frequent industry speaker, author of articles for various IT trade publications, as well as the 2013 Computer Reseller News Channel Champion awardee. Skip has participated in many channel advisory boards and founded the Government Channel Leadership Council in 2009. He holds a Bachelor of Science from James Madison University and a Master of Business Administration from Averett University.

- **Alicia Geaneas – Manager, Partner & Channel Alliances, DLT Solutions**

Alicia joined the DLT Oracle team in 2013 bringing with her a strong Sales and Analytics background. She came to DLT with extensive previous experience working with multiple contract vehicles. Currently Alicia and her team are the main Channel liaisons between Oracle and DLT. They review all non-standard approval requests prior to submitting them to Oracle. They are also responsible for requesting all Partner Ordering Documents in order to process non-standard opportunities. The DLT Channel's team also reviews all new license and renewal orders before they are submitted to Oracle for processing. This involves a very sizeable process of checks and balances to make sure we are following the proper Oracle process. Alicia received her degree from the State University of New York College at Brockport with a major in Business Administration concentrating in Marketing.

- **Nicole Brotherton – Sales Account Manager, DLT Solutions**

Nicole is an experienced Account Manager with quantifiable success for nearly ten years in the IT private and public sector. Providing consulting services for enterprise software, including implementations, upgrades, migrations, integration, and design/architecture services. Examples include services for Oracle products in Big Data, Application Lifecycle, Cloud Computing, and Business Applications. Nicole received her double major degree in Business Management and Marketing from George Mason University.

- **Jeremiah Johnson- Renewals Manager, DLT Solutions**

Jeremiah has been with DLT Solutions for over 11 years where he manages the team in State, Local, and Higher Education for Oracle Renewals. He brings extensive experience and understanding of the Oracle overall process. Additionally, Jeremiah has built strong relationships with the Oracle support team bringing additional value to his team and US Communities.

- **Crystal Harley – Marketing Campaign Manager**

As part of the DLT modern marketing engine, Crystal dedicates her time to increasing lead generation, brand awareness and thought leadership for the Oracle team. In this role, Harley completes many tasks on a regular basis to help with the full lifecycle of business development. She develops six month marketing plans in collaboration with sales and Platform Portfolio and creates and manages marketing campaigns within the plan from concept through execution, i.e., strategy, timeline, budget, design and content support, campaign development and campaign measurement. Crystal is responsible for researching, negotiating and procuring 3rd party services for demand generation and brand building initiatives. She also maintains, tracks and forecasts annual marketing budget and creates proposals while managing and invoicing marketing development funds. Crystal writes and edits various marketing communications for our current US Communities contract. She also tracks and analyzes metrics for ROI based on marketing investment.

With over 8 years of experience, Crystal provides the ability and creativity to continue representing Oracle in the public sector. She has consistently exhibited strong market intelligence as well as intimate knowledge of her sales team's strengths and weaknesses. DLT's Oracle account and US Communities presence will continue to grow with her marketing expertise.

- **Jason Hyde – Senior Business Analyst, DLT Solutions**

Jason has been with DLT since September of 2013. He joined the team with over 7 years of experience working for Oracle on the License Migration team. Originally brought on to focus solely on License Migrations, Jason quickly proved to be an expert in all types of Oracle Licensing practices. His expertise is crucial for those highly complicated transactions such as ULAs, Enterprise Application Agreements, and License Assignments. Jason has been a key contributor for some of DLT's largest deals, including the \$91M Navy win in May, 2018.

In addition to his leadership on complex deal types, Jason also focuses on establishing and improving processes for the team. When Oracle created the Customer 2 Cloud program to encourage existing on premise customers to move to a cloud environment, Jason served as vanguard for DLT's first C2C deal and used this opportunity to create a set of best practices. For the Oracle approval process, Jason took initiative and created a template system that the sales team could use to simplify their approval process and spend more time focusing on creating solutions for customers. For Enterprise Application deals he established a hierarchy that ensures compliance with Oracle's rules and mitigates DLT's risk for these transactions.

- **David Touster – Sales Engineer, DLT Solutions**

David is an accomplished pre-sales systems engineer with 21+ years of experience in Public Sector Enterprise Architecture selling the value of, and architecting highly available and scalable enterprise solutions that are properly aligned to the customer's business goals, initiatives, and technical requirements. Examples include: Oracle products and services in the area of Enterprise Infrastructure, Database, and Applications located on-premises, in the Oracle Cloud and Hybrid. In his role at DLT Solutions, David is helping the DLT Oracle sales team achieve their goals while helping Oracle customers to succeed by maximizing the value of their IT.

- **Kevin Ford – Team Lead, State & Local Sales New License, DLT Solutions**

Kevin joined the DLT Oracle team in 2015. Shortly after he was able to forge strong relationships with many customers, in part due to the US Communities contract. These customers include, but are not limited to, King County, Boulder County, City of Albuquerque, Valley Metro, Sound Transit, Pima County and the Florida Department of Law Enforcement. This along with his outstanding Oracle knowledge and efforts in Marketing the US Communities contract have allowed him to generate over \$6.2 Million in Sales during his time as a Sales Rep.

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- **Courtney Osgood – Team Lead, State & Local Sales Renewals, DLT Solutions**

Courtney is the State and Local Team Lead at DLT Solutions. Her role is to oversee the renewals business for the entire United States. She has over 10 years' experience supporting the Public Sector. Her main focus is to grow our existing Oracle footprint by positioning the value of our Corporate agreements to new and existing customers. She has a great track record of growing the State and Local business year over year.

- **Daniel Chevalier – Sales Representative, DLT Solutions**

Daniel is a member of the State, Local, and Higher Education team covering accounts in the Northwest section of the United States. His background includes extensive project management experience, strong leadership, and interpersonal and customer service skills.

- **Christina Sheppard – Sales Representative, DLT Solutions**

Christina is responsible for covering the West Coast section of the United States for the State, Local, and Higher Education team at DLT Solutions. Utilizing her relationships throughout various cities, counties and state agencies, Christina closed 7 deals bringing in close to \$500 k in revenue.

- **Connor Walters – Sales Representative, DLT Solutions**

Connor is responsible for State, Local, and Higher Education accounts covering the Southeast section of the United States. His extensive background in customer service is a strong asset to the team.

- **Marco Constantino – Sales Representative, DLT Solutions**

Marco is an accomplished Sales Representative at DLT Solutions with over 5 years' of sales experience. He handles support renewals for the entire east coast. As a sales representative, Marco works diligently to ensure our customers have the best experience possible working with DLT Solutions.

- **Travis Rivera-Silva – Sales Representative, DLT Solutions**

Travis is a Sales Representative with DLT Solutions with 2 years of sales experience. He handles support renewals for the Northwest portion of the United States from Ohio to Washington. As a Sales Representative at DLT, Travis works hard to ensure his customers understand the value DLT provides them by working with them every step of the way to stream line the renewal process and providing the highest level of customer satisfaction in the industry. . He attended the United States Naval Academy with a course of study in Applied Physics.

- **Josh Chambers – Sales Representative II, DLT Solutions**

Josh is an experienced senior member of the Oracle State and Local covering all State, Local and Higher Education accounts for the Mid-West section of the United States. Recently, Josh has established a state wide contract and 3 Major city wide contract, resulting in \$15 Million in new revenue for DLT Solutions. Josh brings broad experience selling the entire Oracle products solution stack.

- **Ninoska Andujar – Sales Representative II, DLT Solutions**

Ninoska (Nina) is a Sales Representative at DLT Solutions with over 15 years of experience. She handles support renewals for the South-South Western portion of the United States. As a sales representative, she is working hand in hand with her customers to negotiate terms and conditions, stream line order processing, and ensuring customer satisfaction.

Previously, she worked at COX Communications as a sales representative and was in procurement for NYC Department of Housing Preservation and Development. For over a decade Nina has been a Notary Public and an IRS certified tax preparer.

c. **Key executive personnel that will be supporting the program.**



Art Richer, CEO

In May 2017, DLT announced the appointment of Art Richer as the company's Chief Executive Officer. Prior to joining DLT, Richer spent 18-years at public sector distributor immixGroup starting as Vice President in 1998 and culminating in the president and CEO position where he led its successful sale to Arrow Electronics in 2015.

Richer has extensive experience working with technology manufacturers, ranging from very large and established companies to numerous high growth and emerging technology firms. Armed with strong government sales and business development experience, he has helped technology companies grow their government businesses through cohesive sales, channel marketing, and business development strategies.

Richer received his Bachelors of Science Degree in Computer Science from the State University of New York Institute of Technology.



Brian Strosser, President

Brian Strosser has been appointed President at DLT Solutions, previously having served as the Chief Operating Officer since 2015. In this role, Brian leads DLT's business divisions including the company's technology practices, marketing, engineering, business development, and sales operations. He is responsible for the execution of DLT's strategy based on architecting, delivering, and supporting technology solutions to support the U.S. Government's mission through industry-leading partnerships with many of the top technology companies in the world.

Previously, Brian served as the Executive Vice President of Sales and Marketing at DLT. Leading marketing and five different sales divisions, he was responsible for exploring, building, and branding partnership and strategic opportunities to expand the company's customer base and revenue streams. Prior to joining DLT, Brian built a diverse background across various aspects of industry, including distribution, manufacturers and value-added resellers. Most recently, he worked for NetApp, Inc. where he held various leadership roles including the build-out and growth of their civilian and intelligence business units as well as their government channels organization.

Brian's other leadership experience includes roles at Sun Microsystems, World Wide Technology and GTSI Corp. In 2015, Brian was named to the FedScoop 50 in the Industry Leadership category based on his vision and proven leadership in bringing industry and government together to create solutions that work for the government.



Joe Donohue, Chief Financial Officer

Joe Donohue joined DLT in December 2016 as Chief Financial Officer. Joe brings over 25 years of experience to the role of CFO. In the position, Donohue will oversee accounting, finance, and order management.

Prior to joining DLT, Donohue was most recently the Chief Financial Officer and Chief Compliance Officer of Agilex Technologies where he led its successful sale to Accenture Federal Services in 2015. His previous roles also include Practice Area Leader and Business Manager at Integic Corp; and Finance Director and Investor Relations Director at Legent Software.

With extensive experience working with government software & IT providers, Donohue specializes in enterprise value enhancement; P&L management; financial management, analysis, and forecasting. Donohue received his Bachelor's Degree from Tufts University and earned a MBA in Finance from The George Washington University School of Business.



Scott Needleman, Vice President and General Counsel

Joining DLT in July 2017, Scott brings almost 20 years of public sector experience and will oversee all aspects of DLT's corporate legal and contracts organization. As a business-minded, legal professional dealing with technology, IP, M&A, compliance, process, resale, distribution, and services, Scott has deep relationships and an excellent reputation within the vendor community.

Scott comes to DLT most recently from Mythics and prior to that spent 15 years with Arrow/immixGroup where he led the legal and contracts teams and corporate development. Throughout his tenure he worked to structure legal/contracts teams that scaled to support thousands of transactions between more than 250 vendors and over 800 VARs/System Integrators -- utilizing more than 40 contract vehicles -- resulting in \$2B in annual sales.

With expertise managing P&L, structuring enterprise level transactions, compliance, and pricing nuances of selling enterprise IT products to the public sector, Scott earned his Bachelor's degree in Economics from University of Maryland and his J.D. from University of Baltimore School of Law.



Chris Dewey, Senior Vice President, Sales Division I

Chris Dewey joined DLT Solutions in 1999 as a team leader and sales representative on DLT's Dell Software team. Since that time, Dewey reached numerous milestones, achieving goal after goal which ultimately propelled him to his current role.

Now, as Senior Vice President of Sales Division I, Dewey manages 3 dedicated sales teams totaling 90 professionals. The sales teams currently include 20 + key vendors and continue to seek out other emerging technologies to make a complete solution portfolio for government constituents.

With more than 17 years of experience, Dewey has excelled in connecting the needs of the public sector with targeted technology solutions for Oracle, Gaea Global, Sierra-Ceda, eVerge, AEM Corporation, Autodesk, Hortonworks, Akamai, BMC, Dell Software, Informatica, SolarWinds and many other developing vendor partners. Dewey understands the government purchasing audiences and provides his expertise to his vendor partners to grow each of them significantly year over year.

Furthermore, Dewey's team excels in providing its public sector customers with top-notch customer service, a hassle-free renewal process, and is continuously improving its operations.



Keith Barnes, Senior Vice President of Enterprise Applications

Keith joined DLT in June 2017 as the Senior Vice President of Enterprise Applications with 30 years of experience in the IT industry. Keith will lead DLT's expansive Oracle practice including Oracle's entire hardware and software product portfolio, as well as driving cloud adoption and sales of value-added services.

Keith comes to DLT directly from Red Hat where he served as the Director of DOD Programs and Integrator Sales. Over the years, he has teamed with DLT to jointly win several strategic enterprise-wide contracts including the \$133M Red Hat Navy contract win. Prior to Red Hat, Keith was the Senior Manager at Oracle running Federal middleware team and Army / Air Force Core Tech Team.



David Blankenhorn, Chief Technology Officer

David Blankenhorn joined DLT Solutions in early 2011 as the Chief Cloud Technologist. Today, David is the Chief Technology Officer, leading the pre-sales engineers and solution architects. David's team assists government customers with the adoption of technologies by providing architectural and technical direction and by aiding in the selection of products and services.

As an executive with a proven record of leadership and business execution within professional and managed services, David brings more than 20 years of extensive experience assisting public and private customers with IT strategy, design, delivery, and management. His expertise lies in Cloud Technologies, Virtualization, Data Center Consolidation, and IT Service Management.

David has worked for a diverse set of companies. He started his career as a System Administrator on a Defense Data Network (DDN) contract before moving on to executive positions at a number of value added resellers. Recently, he spent more than a decade at Sun Microsystems where he was a Principal Engineer, Chief Technologist and Global Manager in the Professional Services and Advanced Services divisions.



Maria Moore Vice President, Marketing

Maria Moore joins DLT with 25 years of sales and marketing experience, most recently serving as VP of Marketing at Deltek where she lead marketing teams targeting solutions for government contractors and Systems Integrators with an emphasis on DCAA compliance, audits, security, and other government regulations. Her other previous positions include marketing leadership roles at Red Hat and Merlin International and has an extensive background in public sector marketing initiatives that drove pipeline and revenue for software companies such as IBM, TIBCO, and Filenet. Outside of Public Sector, Maria also successfully created strategic marketing programs targeting other verticals including Financial Services, Telecommunications, Manufacturing, Accounting, Compliance, Architectural & Engineering, and project based businesses.

Maria's experience marketing in the IT industry has allowed her to specialize in Partner MDF, B2B/B2C marketing, customer advocacy, integrated marketing plans, event execution, solution selling, channel incentive and syndication, demand generation, ROI benchmarking, SEM/SEO and web-based marketing campaigns. Maria holds a B.S. in Psychology from Radford University.

Products, Services and Solutions

1. Provide a description of how your offering meets the requirements set forth in Section 2 of the RFP. The primary objective is for each Supplier to provide its complete offering so that Participating Public Agencies may purchase a range of products and services as appropriate for their needs.

DLT is authorized by our Master Distribution Agreement (MDA), Full Use Distribution Agreement (FUDA), and Public Sector Addendum (PSAD) to represent, sell, and service all Oracle Products listed in Section 2.2 of the RFP, including Perpetual Licenses, Engineered Systems, Hardware, Servers, Storage, Networking, Cloud Services, Consulting and Professional Services, Technical and Maintenance Support Services, Training/Oracle University, and Financing Services. The full catalog offered by DLT includes, but may not be limited to, the following product lines:

- Oracle Technology – Database, Middleware, Security, Analytics
- Siebel CRM
- PeopleSoft Applications
- JD Edwards
- Fusion Applications
- Business Intelligence Applications
- E-Business Suite Applications
- Application Integration Architecture
- Fusion Cloud Services – Human Capital Management, Enterprise Resource Planning, Enterprise Performance Management
- Taleo Cloud Services
- RightNow Cloud Services
- Platform as a Service / Infrastructure as a Service
- Hardware
- Engineered Systems
- Oracle University
- Construction and Engineering* - pending Oracle approval
- MySQL*- pending Oracle approval

DLT, in association with our contractor partners, has the certified experts and proven delivery methodologies necessary to support all services associated with Oracle Products in full. Our team collectively provides in-depth, detail oriented consulting services by first defining the scale in terms of breadth and depth of a particular engagement. Your vision becomes our vision. Our team will drill down into the details to ensure all requirements are defined and understood

before providing a level of effort for our own accountability. We will work collaboratively to further define schedule dependencies, risks, resources involved, and other details to properly assign the proper staffing and associated skill mix to a particular effort. We will provide an initial resource assignment and high-level project plan to receive buy-in from the appropriate U.S. Communities representatives to ensure all parties agree to the approved tasks and deliverables. Once confirmed, we will work to provide key milestone dates, deliverables, acceptance criteria, test plans, and the like to give the customer a thorough understanding of the scope of services performed. Once approved, our experts will diligently document every step along the process, capturing any lessons learned from each phase of the service lifecycle. Go/no-go decision points and milestones will require customer sign-off before proceeding to the next steps to provide logical validation points throughout the process for quality verification and validation. Quality Assurance (QA) activities to include peer reviews, test cases and test plans will validate that requirements are met. Any training activities will involve a questionnaire for measuring performance on any instructions provided for continuous improvement.

2. Please describe any training and educational programs you offer. This may include the ability to provide on-site or online training and educational seminars or technical knowledge.

DLT Solutions can provide a complete portfolio of training solutions and certifications for all products and needs. We can provide flexible training formats in support of different learning styles and situations.

Classroom training provides traditional instructor-led training in a public or private format. Another option is custom training where you tailor the content to match your business needs. To save time and money without travel, live virtual training gives you the flexible schedule options. Self-study training is a great supplement to instructor led training where you can maximize your training budget and set your own pace.

Training and learning paths can be based on a particular product or for key job roles.

3. Please provide any consulting services included in your offering. Examples include inventory solutions, emergency preparedness programs and design services.

As a vendor-authorized Oracle Platinum Partner, DLT's Professional Services team aligns our consultations, designs and services with the vendor partner best practices. This methodology is based on vendor and DLT experience gained in assisting many organizations to successfully adopt our vendor partner hardware, software and cloud solutions. Additionally, the methodology references industry-wide best practices and frameworks such as COBIT, TOGAF and ITIL. Different elements within the DLT Professional Services offering, or "perspectives," provide a collection of methodologies to support the requirements of Oracle product adoption and implementation.

DLT Professional Services can assist your stake holders and technical staff with the creation or the review of existing reference architecture and solution patterns to comprehensively incorporate into your Oracle environment. We will work with you to publish your policies as descriptive documentation with graphical aids. The results are delivered in such a way that security is embedded within the "infrastructure as code" philosophy whenever applicable.

DLT has the ability to provide consulting, assessment, design, integration, installation, and managed Services/Solutions at the task order level. These services include but are not limited to;

- Oracle Consulting Lift and Shift for Oracle SOA Cloud Service
- Oracle Consulting Lift and Shift for Oracle Java Cloud Service
- Oracle Consulting Assessment for Oracle Big Data Operational Readiness
- Oracle Consulting Architecture Blueprint and Roadmap for Oracle Application and IT Infrastructure Optimization
- Oracle Consulting Core Implementation Pack for Oracle ERP Cloud for Midsize
- Oracle Consulting Core Implementation Pack for Oracle Planning and Budgeting
- Human Capital Management - Oracle Human Capital Management Cloud Healthcheck and Optimization Assessment, PeopleSoft Optimization Services, and Oracle Consulting Core Implementation Pack for Oracle HCM Cloud for Midsize
- Oracle Consulting Lift and Shift for Oracle E-Business Suite to Oracle Cloud

- [Oracle Consulting Advisory for Oracle Engineered Systems](#)
- [Oracle Consulting Assessment for Oracle Identity and Access Management](#)
- [Oracle Consulting Advisory for Oracle Enterprise Data Security](#)
- [Oracle Advanced Support Assistance for Software 8X5](#)
- [Oracle Advanced Support Assistance for Software 7X24](#)
- [ACS Supplemental Resources for Software](#)
- [ACS Supplemental Resources for Systems](#)
- [Oracle Advanced Database Support](#)
- [Oracle Advanced Database Support with TAM](#)
- [Oracle Advanced Database Support: Patch Management \(1, 2, 3, and 4 patches\)](#)
- [Oracle Business Critical Assistance for Software 8X5](#)
- [Oracle Business Critical Assistance for Software 7X24](#)
- [Oracle Solution Support Center for Software 8X5](#)
- [Oracle Solution Support Center for Software 7X24](#)
- [Oracle Solution Support Center Connected](#)
- [Oracle Advanced Support Knowledge Workshop](#)
- [Oracle Advanced Support Knowledge Workshop for Systems](#)
- [Oracle Capacity Planning Review and Recommendations](#)
- [Oracle Capacity Planning Review and Recommendations for Systems](#)
- [Oracle Configuration Review & Recommendations](#)
- [Oracle Configuration Review & Recommendations for Systems](#)
- [Oracle Consolidation Planning Service - Local/Remote Delivery](#)
- [Oracle Consolidation Planning Service for Systems - Local Delivery](#)
- [Oracle Database Security Review Pack](#)
- [Oracle Go-Live Support](#)
- [Oracle Go-Live Support for Systems](#)
- [Oracle High Availability Review and Recommendations](#)
- [Oracle High Availability Review and Recommendations for Systems](#)
- [Oracle Load Testing and Analysis Service - Local/Remote Delivery](#)
- [Oracle Load Testing and Analysis Service - Local Delivery](#)
- [Oracle Modernization and Upgrade Roadmap](#)
- [Oracle Patch Review and Installation](#)
- [Oracle Patch Review and Installation for Systems](#)
- [Oracle Performance Review & Recommendations](#)
- [Oracle Performance Review & Recommendations Connected](#)
- [Oracle Performance Review & Recommendations for Systems](#)
- [Oracle Performance Tuning and Benchmarking Service - Local/Remote Delivery](#)
- [Oracle Performance Tuning and Benchmarking Service - Local Delivery](#)
- [Oracle Platform Provisioning and Readiness Pack](#)
- [Oracle Platform Provisioning and Readiness Pack for Systems](#)
- [Oracle Preproduction Readiness Review](#)
- [Oracle Preproduction Readiness Review for Systems](#)
- [Oracle Production Diagnostic Review & Recommendations](#)
- [Oracle Production Diagnostic Review & Recommendations for Systems](#)
- [Oracle Security Design and Hardening Pack](#)
- [Oracle Security Review and Recommendations](#)
- [Oracle Security Review and Recommendations for Systems](#)
- [Oracle Standard Software Installation & Configuration](#)
- [Oracle Standard Software Installation & Configuration for Systems](#)
- [Oracle Installations and De-Installation Services](#)
- [Oracle Relocation Services](#)
- [Oracle Supportability Planning and Design](#)
- [Oracle Supportability Planning and Design for Systems](#)

4. State your normal delivery time (in days) and any options for expediting delivery, if applicable.

There is not a standard delivery time for hardware as it is based on current inventory and pending orders. Lead/delivery time will also vary on product line ordered. Expedited delivery is available on a case by case basis pending Oracle approval.

Please note that software and cloud offerings are delivered via electronic download, thus delivery time is not applicable.

5. Please state your backorder policy.

All traditional hardware is ATO (assemble to order) so there is no stocked inventory.

6. Please state restocking fees and procedures for returning products.

CHANGE ORDER POLICY

A change order is any alteration to an order after the final order documentation has been executed and submitted to Oracle for booking; at this time, the order is considered final. Requests for change must come from the party that placed the order with Oracle. Changes will not be implemented until authorized by you on a Change Authorization Form. Any alteration to an order after this date is subject to a change order fee as described herein.

The following changes are allowed with no change order fee:

- Change to billing address and/or billing contact, provided the change is within the same country as the original order.
- Change to purchase order number

The following changes are not allowed after the final order documentation has been executed and submitted to Oracle for booking:

- Change to the Customer on the order
- Change in payment terms
- Change ship to location to a different country

Any other changes requested are subject to Oracle's discretion and if we agree to make a change, we will charge you a fee equal to a minimum of 3% of the net charges for the hardware that is being modified, plus any incremental charges based on the modified part(s). Changes will not be implemented until authorized by you on a Change Authorization Form and accepted by Oracle.

Additions to your order, e.g. ordering a new item, shall be done on a separate order.

ORDERS ARE NON-CANCELLABLE

Oracle's standard policy is that orders placed are non-cancellable and the fees paid are non-refundable, unless otherwise stated in your agreement. In the event you refuse to accept delivery of an order, we will invoice you the fees due for that order as this does not constitute cancellation.

Oracle internal policy states "All quotes prepared by Oracle state that the orders are non-cancellable and non-refundable. Quotes/orders include by reference the Order and Delivery Policies (<http://www.oracle.com/us/corporate/contracts/order-delivery-policies-151481.pdf>), which has a section titled Change Order Policy. This is the only authorized external communication on this topic."

Any returns would be subject to one-off approval.

Environmental

1. Provide a brief description of your company's environmental initiatives, including your company's environmental policies and/or strategies, your investments in being an environmentally preferable product leader, and any resources dedicated to your environmental strategy, including staff.

Team DLT understands the importance for selecting hardware and software products and services environment prefer ability and support of energy conversations. We are a registered EPEAT member to offer Electronic Product Environmental Assessment Tool (EPEAT) suite of standard products, services, solutions, and recycle paper.



It is also DLT's corporate policy to employ energy conservation at the DLT headquarters in Herndon, VA wherever possible. DLT recognizes the importance of practicing environmentally friendly behaviors to forge the way for a greener tomorrow. The employee-led DLT "Go Green Committee" focuses on reducing the company's environmental impact by empowering employees to take part in corporate efforts and educating staff on how they can make an impact in their personal lives as well. The DLT Go Green Committee reduces DLT's carbon footprint by spearheading the following green initiatives:

- DLT screens office equipment procurements to ensure that new equipment is EPEAT registered and Energy Star rated
- DLT has switched its paper consumption to paper made from 100% farm-grown eucalyptus trees. Using eucalyptus trees helps to preserve native rain forests and eliminates the need for bleaching or excessive processing.
- DLT presented stainless steel water bottles as a holiday gift to all employees as a green alternative to paper cups.
- DLT promotes the "Yes We Can" initiative. This two-part initiative encourages employees to collect aluminum can tabs which, in turn, are donated to local charities so they can receive the proceeds. "Yes We Can" also educates employees on the importance of recycling aluminum.
- DLT encourages carpooling and helps employees connect with carpool prospects through the corporate Intranet.
- DLT educates employees on energy consumption best practices, such as turning off desktop computers at night.
- DLT enhances the recycling program that the facility management company promotes by placing additional recycling stations around the office, especially in high-traffic areas.

2. Describe your company's process for defining, verifying, and labeling green/sustainable products and services in your offering. Explain how you help public agencies navigate toward the green products in your offering through website filters, keyword searches, displaying eco-logos, etc.

We are a registered channel partner of the Green Electronic Council organization to offer U.S. Communities and participating public agency resources for purchasers, manufacturers and others wanting to find and promote a suite of standard products, services and recycle paper to promote environmentally preferable products.



3. Describe your company's recycling services. Describe any buy back or take back options offered for products sold on this contract such as batteries, mercury-containing equipment, paint, chemicals, etc. Describe your company's efforts to reduce or reuse packaging (or avoid difficult-to-recycle packaging such as polystyrene foam) and minimize the environmental footprint in the shipping process.

DLT Solutions has historically utilized recycling services from Forever Green Recycle Inc. to recycle our products on an as needed basis.

Financial Statements

1. Submit your latest Dun & Bradstreet report.

Separate attachment labeled "DLT Response - D&B Business Report".

2. Please include an audited income statement and balance sheet from the most recent reporting period.

DLT Solutions is a financially sound company. DLT Solutions generated sales of \$931M in 2017, and has a five-year average of \$960M per year.

Our financial systems are reviewed annually for adequate internal controls as part of compliance review on hundreds of DLT's prime and subcontractor awards. We have stringent accounting and financial controls in place to track hours, expenses and costs in accordance with applicable procurement regulations. Additionally, over the years DLT Solutions has gone through myriad pre-award government audits and has been universally deemed to have adequate billing and accounting systems for all awards.

As a privately held company, the information contained in our financial statements represents the proprietary, confidential financial information of DLT Solutions. Upon award and execution of a Non-Disclosure Agreement, financial documents can be provided to Maricopa County for review.

Additional Information

Please use this opportunity to describe any other offerings your organization can provide that you feel will give additional value and benefit to Participating Public Agencies.

SUPPLIER WORKSHEET FOR NATIONAL PROGRAM CONSIDERATION

Suppliers are required to meet specific qualifications for national program consideration. Please respond in the spaces provided after each qualification statement below:

- A. Will pricing for all Products/Services offered be the most competitive pricing offered by your organization to Participating Public Agencies nationally?
YES X NO
- B. Does your company have the ability to provide products and services to any Participating Public Agency in all 50 states?
YES X *NO
(*If no, identify the states where you do not have the ability to provide products and services to Participating Public Agencies.)
- C. Does your company have a national sales force, dealer network or distributor with the ability to call on Participating Public Agencies in at least 35 U.S. states?
YES X *NO
(*If no, identify the states where you have the ability to call on Participating Public Agencies.)
- D. Check which applies for your company sales last year in the United States:
 Sales between \$0 and \$25,000,000
 Sales between \$25,000,001 and \$50,000,000
 Sales between \$50,000,001 and \$100,000,000
X Sales greater than \$100,000,001
- E. Will your company assign a dedicated National Account Manager to support the resulting U.S. Communities contract?
YES X NO
- F. Does your company maintain records of your Participating Public Agencies' sales that you can and will share with U.S. Communities to monitor program implementation progress?
YES X NO
- G. Will your company commit to the following implementation schedule?
YES X NO
- H. Will the U.S. Communities contract be your lead public offering to Participating Public Agencies?
YES X NO

Submitted by:

Joe Donohue

(Printed Name)

Chief Financial Officer

(Title)

(Signature)

6/18/2018

(Date)