



## **Project Overview**

City of Greensboro is undertaking an implementation of Infor software to replace prior versions of the Infor software. This document is defined to identify the scope of services Infor is projected to perform in relation to the scope of the project. This document is being provided for planning and discussion purposes, only.

City of Greensboro currently accesses and uses certain software products (the “ST Subscription Software”) made available by Infor together with hosting and software support services in a single-tenant (“ST”) environment (collectively the “Subscription Services”). The project described herein (the “Project”) consists of the migration of the Subscription Services from a ST environment to a multi-tenant (“MT”) environment including, where applicable, (i) deployment of multi-tenant Subscription Software (the “MT Subscription Software”); (ii) configuration of the MT Subscription Software; (ii) migration of City of Greensboro’s existing production application data from the ST to MT environment; (iii) enablement of standard interfaces and integrations in/with the MT environment.

## **1.0 Project Scope**

### **1.1 Subscription Software Scope**

City of Greensboro’s subscription to access and use the ST Subscription Software will be exchanged for and replaced by a subscription to access and use the MT Subscription Software pursuant to a SaaS Order Form between Infor and City of Greensboro. Further, additional Subscription Software may be licensed by City of Greensboro as a part of the implementation.

### **1.2 Infor Operating Service (InforOS)**

Certain data management, message management and interface operations functions of the MT Subscription Software are based upon and enabled by a set of components known as “Infor Operating Service” or “InforOS”. InforOS is a critical component of the MT Subscription Software architecture. Infor will implement the following InforOS components within the scope of this project.

Refer to Appendix 1 – Section 1 Infor Operating Service (Infor OS) for the listing of ION components in scope for the Project.

### **1.3 Data Migration Scope**

Data Migration is the loading and reconciling of current and/or historical data from the ST environment into the MT environment, whether by manual or programmatic methods. The following types of application data will be migrated from the ST environment to the MT environment:

- Master Data
- Transactional Data
- Application Configuration Data
- Application Roles Data

### **Application Data – Module Scope**

Refer to Appendix 1 – Section 2 Data Migration Scope for the listing of application modules in scope for data migration in the Project.



## **Migration Scope Assumptions and Customer Obligations**

- Migration of historical data will be performed. City of Greensboro and Infor will evaluate, jointly, the scope of historical data to be migrated. It is anticipated that City of Greensboro data retention policies will define the scope of historical data which is required to migrate.
- Data cleansing and rationalization is out of scope for the migration and should be completed by the City of Greensboro prior to the Project.
- If any data updates are required to enable the successful migration of the data, Infor will provide City of Greensboro instructions on the updates to be made. City of Greensboro is responsible to make all data updates.
- City of Greensboro will test the critical business processes using sample data during the Acceptance Test.

### **1.4 Organizational and Geographic Scope**

#### **Organizational and Geographic Scope Assumptions and City of Greensboro Obligations**

- City of Greensboro will coordinate and support communication with all City of Greensboro locations and/or business units as necessary to completion of the Project.
- Many project activities, including but not limited to data migration, development, testing, training development, will be performed remotely by Infor. City of Greensboro will provide Infor remote access to City of Greensboro's network and systems as necessary to perform Project activities.

### **1.5 Integration/Interface Scope**

Integrations/interfaces will be enabled through standard methods and protocols as defined/required by the MT Subscription Software and InforOS architecture. Refer to Appendix 1 – Section 3 Integration/Interface Scope for a listing of the integration/interface scope of the Project.

#### **Integration/Interface Assumptions and City of Greensboro Obligations**

- All data files for outbound and inbound interfaces with Infor applications will be in the specified Infor standard file formats.
- City of Greensboro will be responsible for validating interfaces to/from any City of Greensboro and third-party systems to which the Infor applications will be interfaced.
- For any City of Greensboro and third-party systems, City of Greensboro will be responsible for building the source system side of the interface, as required to support acceptance into the MT environment.
- City of Greensboro is responsible for data validation efforts associated with interface testing, ensuring interfaced data, including any transformation, mapping or aggregating logic, is performing correctly.

### **1.6 Customizations, Modifications, and Extensions Scope**

**Customizations and Modifications:** Customizations and modifications of the MT Subscription Software are not permitted and are out of scope of the Project.

**Extensions (e.g., Infor Process Automation, Configuration Console):** "Extensions" refer to extended capabilities or functionality of delivered Infor objects. Refer to Appendix 1 – Section 4 Extensions Scope for a listing of the extensions included in the scope of the Project.



## **Extension Assumptions and City of Greensboro Obligations**

- The Project is based on the implementation of the generally available, unmodified MT Subscription Software. Unless otherwise identified in this section, the scope of the Project will only enable standard, unmodified, functionality.
- Infor will perform an analysis to determine if currently implemented customization(s)/extension(s) are satisfactorily addressed in new, standard functionality of migrated application(s). To the degree reasonably possible, any currently implemented customization/extension that can be satisfied with standard MT Subscription Software functionality will be implemented as such. A review of the analysis will be provided to City of Greensboro.
- The Infor Application Extensibility layer will be the tool used to address the migration of any customization scope.
- Should any customization or extension not be supported or be determined to be too complex for the Infor Application Extensibility layer after reasonable analysis, the customization request will be redirected to standard "out-of-the-box" functionality and business process reengineering will be performed by City of Greensboro to support standard MT Subscription Software functionality.

### **1.7 Reports Scope**

#### **Operational Reporting**

Operational Reporting refers to transactional level reporting, report writing and adaptation of standard reports. Infor delivers standard operational reports and tools for customizing operational reports as a part of the CloudSuite. Refer to "Appendix 1 – Section 5 - Reports Scope" for a listing of the customized operational reports included in the scope of the Project.

#### **Analytical Reporting**

Analytical Reporting refers to reporting based on analysis cubes, dimensionality and slice and dice capability.

This section covers analytical reports related to the migration. This scope will include the following:

- Infor Data Lake and Infor Birst will be provisioned in the MT environment and included in the MT Subscription Software.
- The MT Subscription Software will be configured to send event-based data to Data Lake based on the transactional data listed as in-scope in section 1.3.
- Birst will be validated that it can access data in Data Lake.
- Configuration of star schemas, cubes, reports, etc. is out of scope for the Project.

Refer to Appendix 1 – Section 5 Reports Scope for a listing of the customized analytical reports included in the scope of the Project.



## **Reports Scope Assumptions and City of Greensboro Obligations**

- Infor will enable standard reporting content associated with the Application Data – Module Scope (See section 1.3) of the Project.
- Only custom operational and analytics reports listed in Section 5 of Appendix 1 will be redeveloped by Infor in the Project.
- Any customized reporting needs required by City of Greensboro other than those listed in Appendix 1 will be performed by City of Greensboro using standard operational or analytical reporting tools in the Infor CloudSuite.
- All reports will be delivered using standard Infor CloudSuite data structures.

## **1.8 City of Greensboro Education – Differences Training**

Infor has included in the scope of the Project access to a limited set of self-paced online learning courses (the “ST-MT Migration Subscription Package”) accessible by City of Greensboro via the Infor Campus platform at <https://campus.infor.com>.

City of Greensboro plans to utilize UAP (User Adoption Platform) for end user training. Infor will work with City of Greensboro to define the end user content to be produced by the project. A train-the-trainer approach will be utilized for the project.

## **Project Team Training Assumptions and City of Greensboro Obligations**

- Infor will provide a prescribed list of online courses to be delivered via Infor Campus platform.
- Infor Campus will be the delivery mechanism for specific product differences training for the MT Subscription Software environment as defined in the prescribed list.
- Infor Campus is the repository for all Infor application training, with the exception of any content build and delivered via UAP.
- Enablement for the migration is provided by online, self-paced courses and webinar courses via the ST-MT Migration Subscription Package.

## **1.9 Additional Scope Parameters and Scope-Related Assumptions**

Please refer to Appendix 1 – Section 6 for Scope.

## **1.10 Technical Infrastructure Scope**

Technical Infrastructure Scope refers to provisioning the MT Subscription Software and establishment of an operational MT environment.

## **Technical Infrastructure and Security Assumptions and City of Greensboro Obligations**

- Technical data migration will be performed by Infor’s migration project team.
- City of Greensboro will provide all required hardware not provided by Infor and is responsible for ensuring that hardware procurement is completed consistent with the Project schedule to prevent delays in the Project.
- City of Greensboro is responsible for the selection, sizing, installation, design and testing, and deployment of any procured hardware not provided by Infor.



- City of Greensboro is responsible for the administration of the LAN and WAN and any necessary components required to access the MT Subscription Software from within City of Greensboro's network.
- City of Greensboro is responsible for ensuring that all security designs and implementation meet or exceed their security, regulatory, and audit requirements.
- City of Greensboro will use Infor supported software for identity management and authentication.
- City of Greensboro is responsible for all aspects of security administration, including but not limited to i) the user login credentials for the application ii) any subsequent additions, changes, and/or removal of such credentials
- City of Greensboro is responsible for mapping, assigning, and maintaining users to application roles



## 2.0 Project Approach

### 2.1 Migration Approach

Infor's "I3" Migration Approach will be used as the overall governing methodology for all Project related work.



### 2.2 Project Governance

Project governance is a key element of effective Project management.

The following governance processes and assumptions shall apply for this Project:

- Project Management and Communication
- Project Issue Escalations
- Project Change Control

#### 2.2.1 Management and Communication

##### 1. Project Management Plan:

Infor will develop and maintain a project plan that supports the Infor "I3" migration approach and the scope of work as outlined in this statement of work. Infor will provide periodic status updates on the progression of the Project.

##### 2. Project Managers:

Each of Infor and City of Greensboro will designate a Project Manager.

The role of the Project Managers will be to oversee execution of the Project and provide a focal point for issue escalation and Project decision-making, including:

- a. Communicate Project objectives to the Infor and City of Greensboro organizations and end users.
- b. Provide timely and effective resolution to issues escalated by the Project team.
- c. Designate and ensure commitment of resources throughout the Project.
- d. Determine Project priorities and approve all changes to Project scope.



- e. Provide final approval of Project deliverables and milestones.
- f. Monitor Project quality and integrity with respect to business goals.
- g. Provide positive leadership and ongoing support to all Project team members.
- h. Identify and communicate any issues of concern throughout the course of the Project.
- It is not expected that the Infor Project Manager will require travel on-site. Any extraordinary Project management time required or on-site travel requirements by the City of Greensboro or the Project will be addressed via the Project Change Control Process.
- The City of Greensboro Project Manager will be responsible for ensuring the performance of the City of Greensboro Project team and for coordinating Project activities with the Infor Project Manager.
- City of Greensboro Project Manager will coordinate all deliverables for which City of Greensboro is responsible as well as communication with City of Greensboro personnel and provide a central communication channel for the Project with the Infor Project Manager.

### **3. Status Reports and Meetings:**

A periodic Project status report will be issued, and status meetings will occur as mutually agreed between the Infor Project Manager, City of Greensboro Project Manager, and key Project participants. The status report will focus on overall Project status as compared to plan, issues/at risk items, escalations and key decisions.

#### **2.2.2 Project Issue Escalations**

From time-to-time, issues that are impacting Project progress will arise that require City of Greensboro attention. The Infor Project Manager and City of Greensboro Project Manager will act as the points of escalation in these circumstances, and will expect the following turnaround times from Infor and City of Greensboro's respective Project teams:

- a) Urgent questions/requests where Project progress is being negatively impacted, but is not halted – 2 business days.
- b) Critical questions/requests where Project progress is blocked – 1 business day

#### **2.2.3 Project Change Control**

Deviations that arise during the Project will be managed using the Project Change Control Process defined below. Changes could include, but are not limited to, changes in costs, schedule/timeline, scope, or deliverables and will be invoked before any unplanned or out of scope work is executed.

If either party believes that a change to this Work Order is necessary, such party shall issue to the other party a written change request ("Change Request"). In the case of a City of Greensboro-initiated Change Request, Infor will evaluate the feasibility of the Change Request as soon as practical following receipt and determine the impact to the Project cost and timelines. In instances where scope is requested, but not contained within the original Project scope, Infor will provide estimates for the work using standard services rates that are relevant at that time.

Infor shall provide City of Greensboro a written statement (a "Change Response") describing in detail:

1. Any additional Services to be performed because of the Change Request.
2. The estimated fees associated with such additional Services.
3. Other information relating to the Change Request that may reasonably be requested by City of Greensboro.



City of Greensboro shall respond promptly to any Infor-initiated Change Request. If City of Greensboro approves an Infor-initiated Change Request or a Change Response, such approval will be in writing, and such Change Request or Change Response shall be deemed to be a "Change Order."

Any duly executed Change Order shall be attached to this Work Order. The Infor effort required to prepare and process the Change Order will not be billed to City of Greensboro.

The Infor Project Manager and the City of Greensboro Project Manager shall administer any approved Change Order. The estimated Project schedule shall be adjusted accordingly for each Change Order.

If City of Greensboro rejects an Infor-initiated Change Request, or any Change Response, Infor and City of Greensboro shall proceed to fulfill their obligations as originally agreed under this Work Order.





### **3.0 Deployment Approach**

#### **3.1 Deployment Model**

Infor anticipates a deployment model built around a phased rollout plan. The deployment strategy will be jointly defined and agreed with City of Greensboro.

#### **3.1 Deployment Planning, Final Migration, and Cutover**

Following the final iteration of the project's data migration and validation activity, Infor will present City of Greensboro with a final migration and cutover plan to the new production application environments. The plan will be reviewed and agreed with City of Greensboro and will include roles/responsibilities required of both Infor and City of Greensboro during final migration and cutover activities.

Best efforts will be made to align the final migration and cutover activity, including any required production downtime/cutover windows (within which no business transactions will be allowed) for City of Greensboro's business operations. If the final migration and cutover cannot occur within a short period of business downtime, it may be necessary for City of Greensboro to manually gather and track business transactions that take place during the final migration and cutover window and enter these business transactions following the release of the system back to end users.

Determination of the final migration and cutover timing will be jointly agreed between Infor and City of Greensboro during the cutover planning process.



#### 4.0 Service Fee Estimate

Infor is proposing a fixed fee engagement for City of Greensboro in the amount of \$600,000.00 for the Services described in this planning document, subject to the scope of the engagement being finalized as identified in Appendix 1. (All amounts are in US Dollars unless otherwise specified.)

##### Payment Milestones

Infor will invoice City of Greensboro for any Services fees based on the milestone plan listed, below. City of Greensboro is responsible for paying all applicable taxes. City of Greensboro will pay each Infor invoice within thirty (30) days of the date of invoice. Late payments are subject to a late charge equal to the lesser of 1.5% per month or the maximum amount allowable by law.

Milestone	Payment Amount
@ Provision of MT Environment	\$125,000
@ Go-Live of CSF (Financials and Supply Mgmt)	\$125,000
@ Completion of Iteration 3 (GHR and Payroll)	\$125,000
@ Successful Completion of First Payroll	\$125,000
<b>Subtotal</b>	<b>\$500,000</b>

Milestone	Payment Amount
@ Go-Live of UAP, Birst, and IDM Phase I	\$75,000
@ Deployment of Coleman AI – First Group of Skills	\$25,000
<b>Subtotal</b>	<b>\$100,000</b>



# Appendix 1

## 1. Infor Operating Service (Infor OS)

IOS Component	Description	Notes	In scope Y/N
IPA	Workflow	9 Workflows across CSF, GHR and Payroll	Y
Ming.le	UI	User Interface to access Applications	Y
Ming.le Docs	Document Management	Conversion of current Ming.le Document into IDM	Y

## 2. Data Migration Scope

Reference to section 1.2 Data Migration Scope, the table below lists the S3 data modules and sub-modules:

S3 Financial Modules	In Scope	Out of Scope
General Ledger	X	
General Ledger Allocations	X	
Payables	X	
Matching	X	
Asset Management	X	
Cash Ledger (replacing cash ledger only)	X	
Accounts Receivable / Billing	X	
Activities/Project Accounting	X	
Billing and Revenue Recognition (Project Invoicing)	X	
Smart Reconciliation		
GL Allocations	X	
Lease Accounting		X
Grant Accounting	X	
AP Invoice Automation		X
Close Management	X	
Reconciliation Management		X
Teacher Contract Administration (PS Only)		X



S3 Supply Chain Management Modules	In Scope	Out of Scope
Purchasing	X	
Requisitions	X	
Requisition Center	X	
Inventory Control		X
MSCM: Par & Cycle Counting (HC Only)		X
MSCM: Receiving & Delivery (HC Only)		X
EDI for SCM		X
Contract Management	X	
Punch Out		X
Point of Use (HC Only)		X
Strategic Sourcing		X
Supplier Order Mgmt		X
Recall Management		X
Clinical Bridge (HC Only)	X	
<b>Technology</b>		
Financial Analytics	X	
Supply Chain Analytics	X	
Analytics – Labor	X	
<b>Human Capital Management</b>		
HR (S3)	X	
S3 Benefit Administration	X	
S3 Absence Management	X	
S3 Payroll (US)	X	
S3 Employee / Manager Self Service	X	
Employee Relations	X	
Position Budgeting	TBD	
Occupational Safety	TBD	
Employee Health	TBD	
Global HR	X	
GHR Time Entry	X	
GHR Competencies	X	
GHR Benefits	X	
GHR Absence Management	X	
GHR Employee Space	X	
GHR Manager Space		
Talent Acquisition	X	
Compensation Management: Salary Planning & Awarding	TBD	





Compensation Management: Incentive Compensation	TBD	
Performance Management	TBD	
Goal Management	TBD	
Learning Management	TBD	
Development Management		
Succession Management	TBD	
Human Resources Services Delivery -HRSD (all)	TBD	
Transition Management	TBD	
Workforce Management (all)	TBD	
Talent Science	TBD	

### 3. Integration/Interface Scope

Reference to section 1.5 Integration/Interface Scope. The scope of integrations/interfaces for the Project include the following:

Interface	Number of Interfaces	Notes	In scope Y/N
TBD	10	Infor will include 10 Interfaces across the Migration application footprint – CSF, GHR, Payroll	Y

### 4. Extensions Scope

Reference to section 1.6 Customizations, Modifications, and Extensions Scope. The scope of extensions for the Project include the following:

Customization/Extension	Number of Extensions	Notes	In scope Y/N
TBD	10	Infor will include 1 extension across the Migration application footprint – CSF, GHR Payroll	Y



## 5. Reports Scope

### Operational Reporting

Reference to section 1.7 Reports Scope. The scope of custom operational reporting for the Project includes the following:

Operational Reports	Number of Reports	Notes	In scope Y/N
TBD	20 Total	Infor will include 20 total operational reports across the Migration application footprint – CSF, GHR, Payroll	Y

### Analytical Reporting

Reference to section 1.7 Reports Scope. The scope of custom analytical reporting for the Project includes the following:

Analytical Reports	Number of Reports	Notes	In scope Y/N
Standard Content	Standard Content	Infor will install/deploy standard content available as of the start date of the program to Birst for purposes of analytical/dashboard reporting. Any further customization/development of additional dashboards and analytical KPIs will be the responsibility of City of Greensboro.	Y

## 6. Additional Scope Parameters and Scope Related Assumptions

Reference to section 1.9 Additional Scope Parameters and Scope-Related Assumptions, the table below lists the topics of the additional project scope.

Project Scope	Timing	Description	In scope Y/N
Reporting Strategy and Scoping Workshop	Aug	<ul style="list-style-type: none"><li>Technology Workshop – Reporting Tools and Structures</li></ul>	Y



Project Scope	Timing	Description	In scope Y/N
		<ul style="list-style-type: none"><li>• Prewrite for Reporting Rationalization</li><li>• Document rationalization criteria and characteristics</li><li>• Demonstration of CSF v11 standard reporting as available</li><li>• Reporting Rationalization Scoping Exercise<ul style="list-style-type: none"><li>• Report-by-report future state scoping</li><li>• Demonstration of CSF v11 standard reporting as available</li></ul></li><li>• Validation of Final Report Scope<ul style="list-style-type: none"><li>• Pre-requisite for Migration Effort/Planning</li></ul></li></ul>	
Integration Strategy and Scoping Workshop		<ul style="list-style-type: none"><li>• Integration Strategy Discussion</li><li>• City of Greensboro Integration Scoping</li></ul>	Y
ION OS and Technology Workshop		<ul style="list-style-type: none"><li>• Demos – Covering ION, IPA, Ming.le (Workflow), IDM and IOS tools</li><li>• 2-day Cloud Overview &amp; Technology Workshop (Education)</li><li>• Infor OS &amp; ION Training – (Coursework)</li><li>• Future-State City of Greensboro Scoping &amp; Planning<ul style="list-style-type: none"><li>• In-context strategy discussion for City of Greensboro</li><li>• Infor OS Scoping &amp; planning discussion</li></ul></li></ul>	Y
Archiving Strategy and POC		<ul style="list-style-type: none"><li>• Develop an archiving strategy to apply for the benefit of the City of Greensboro</li><li>• Validate the archiving strategy through a systematic proof of concept/simulation effort for Finance, Supply Management</li></ul>	Y
Ming.le Docs Conversion		<ul style="list-style-type: none"><li>• Document scope of “source” documents to be migrated to future state solution</li><li>• Validate ability to “extract” source documents for migration</li></ul>	Y



Project Scope	Timing	Description	In scope Y/N
		<ul style="list-style-type: none"><li>• Determine scope and means for establishing meta data characteristics for documents (i.e. PO number)</li><li>• Validate readiness and pre-requisites required to perform IDM document migration from the source document location and apply meta data characteristics to documents in IDM</li></ul>	
GL Design		<ul style="list-style-type: none"><li>• 3 - Day GL Workshop<ul style="list-style-type: none"><li>• Understand dimension and new hierarchy in CSF</li><li>• Determine how to map current GL AU and Accounts to new Global Ledger structure</li><li>• Initial Global Ledger Structure design</li></ul></li><li>• City of Greensboro Offline GL Design</li><li>• GL Design Finalization Workshop</li></ul>	Y
UAP Implementation		<ul style="list-style-type: none"><li>• Requirements Gathering and Design Sessions</li><li>• Deliver UAP Functional Administrator Training</li><li>• Develop UAP Approach for Training Development, Delivery and End User Performance Support</li><li>• Define Document Standards and Development Process</li><li>• Create client specific templates for outputs identified in requirements gathering phase</li><li>• Deliver UAP Developer Training</li><li>• Document Business Processes</li></ul>	Y
Coleman Implementation		<ul style="list-style-type: none"><li>• Deliver Standard CSF Skills</li><li>• Assist client with design, build, understand, etc. the process and techniques needed to build out different skills as they need</li></ul>	Y



